The Impact of Purposeful Management on the Relationship Between Organizational Conflict and Team Proactivity

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Abstract

Higher education is considered one of the important institutions that contribute to providing other institutions with energies, expertise and efficiency due to its energies, human resources and various specializations. Therefore, it is considered the vital artery, which is what made it a subject of great interest. There are some challenges that must be faced. This study focused on three main variables: team proactivity, purposeful management and organizational conflict. A random sample of higher education workers from various universities was taken. Data was collected through a questionnaire and (310) questionnaires were distributed. (235) of them were suitable for analysis. The data were analyzed using the (SPSS) programs version 25, where to analyze the relationship and influence between the three variables. The results showed that there is a positive significant relationship between organizational conflict and team proactivity and that purposeful management has a direct and indirect impact on organizational conflict. team proactivity.

Keywords: *Higher Education, Purposeful Management, Organizational Conflict, AMOS – SPSS, Team Proactivity.*

Introduction

Literature Review

Organizational Conflict

Organizational conflict is considered one of the important topics that has been highlighted in many studies due to its great importance in administrative work and through its impact on other variables According to (Irwan,2024). Like other terms, conflict generates a great deal of contradiction and leaves many scholars and administrators confused about first its meaning and significance; and second how best to deal with it. Shaibu (2024) Conflict situations are inevitable in Organizational conflict contributes directly and indirectly to improving workers' skills through competition through which administrative work is organized in the required manner The skills of the organization's employees respond to the nature of the work and the tasks assigned to the employees in a way that achieves the highest level of performance . It is also defined from a communication perspective as "an expressed conflict between at least two interdependent parties who perceive incompatible goals, scarce rewards, and interference from other parties in the achievement of their goals" Soressa& Worke, (2023). Joseph et al,2024 Conflict is defined Organizational conflict has been defined as a difference in opinions and ideas occurring in work groups due to differences in personalities. This is reflected in the work of the organization directly and indirectly through administrative work and what it requires in terms of a process of interaction and agreement on the ideal opinion through all opinions. (Hwang& Shin, 2024) Bharathi(2024) (WOGWU,2023).

There are different types of factors behind the cause of conflict and some of the factors are described: (Neupane, 2022) alagele et al,2024 the organizational behavior is important to improvement performance Conflicts in the workplace often arise due to personal issues among

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Prasetyo et al,(2024) The full spectrum of workplace conflicts includes those occurring at the interpersonal, intrapersonal, group, and organizational levels. As mentioned below, managing conflict at these multiple social levels requires maintaining a moderate level of conflict at any of these levels (Cajayon & Masanga 2024). Personal conflicts: Personal conflicts may arise when a person's goals and vision differ from those of his organization. The individual experiences an internal conflict. This conflict occurs in the mind of the individual. As a result, it is a specific type of psychological conflict that involves the individual's thoughts, values, ideals, and Interpersonal conflict: Conflict between two individuals within an organization is referred to as interpersonal conflict. This occurs primarily as a result of some human differences. Our different personalities often lead to incoherent decisions and perspectives. This may result in conflict between managers competing for scarce financial and human resources.

Purposeful Management

According to (Cnop et al,2024) Purposeful Management by It is considered one of the most important main components in the organization that contributes to interaction with other components in achieving the organization's goals, which are implemented through the organization's main leadership and through the organization's employees in a manner consistent with achieving the organization's general goals, plans and strategies. (Maheshwari 2024) (Barrick et al,2024) Management by objectives is an approach based on the philosophy of goal setting and is sometimes used in non-profit organizations and the public sector. Goal management begins with setting organizational goals and then motivating these goals at all levels of the organization, through the department to achieve the set goals. Empowering employees plays a big role in motivating employees (alagele,2018). Purposeful management consists of four basic stages: goal setting, action planning, personal control, and annual evaluations (Khaim,2024).

alagele (2020) Employee motivation plays a major role in organizational effectiveness in the organization.. (Kassar,2024) Purposeful management. Leadership contributes to influencing employees in a positive direction by adopting the transformational leadership style, which is considered one of the modern methods in management science, and by raising employees' motivation, improving their skills and abilities, and by adopting long-term plans and strategies. (Yadav, 2019: 591) Therefore, purposeful management is considered one of the managements that contribute to achieving Many studies have shown that there is a strong relationship between purposeful management and organizational conflict. the organization's goals and contributing to the organization's success. Goal management is the clear importance of clear goals for companies in terms of their profitability, productivity, increased stock market share, and consistent reputation. According to Drucker (1954), the process of setting goals and monitoring progress are critical factors toward the functioning of organizations, and therefore these factors should permeate the entire organization, from top to bottom. (Sturgess, 2023)

Vaidya (2024) Management by objectives is of the management from them and are trained which helps in setting their individual goals. Thus, they achieve their personal goals and the goals of the organization. (hussain et al 2014) Leadership is considered one of the effective elements in influencing the management by objectives process by motivating employees. Andrikopoulos (2022). Within the resources the company can set its goals within a specific time period.. Chernyakov (2024) keep monitoring the progress of different activities in the organization and the performance of the employees, here in every department performance evaluation can be done and activities can be reviewed and the progress of each work can be noted, if there is any delay the relevant supervisor should take action to correct it, Mardani (2023)

Team Proactivity

The team proactivity is considered one of the basic elements and components in the organization that contributes to the success of the organization through the strategies followed, which contribute to achieving the organization's goals through the organization and coordination of workers within the same team (Paredes et al,2024). The effectiveness of the effective team contributes to the development of work by keeping pace with technology and working to encourage workers to improve their skills level (Korableva & Shakolyukova; 2024) .hussain el at; (2014)Transformational leadership contributes to improving the level

and organization of the team's effectiveness in updating and developing the organization's capabilities and work towards progress and achieving the required goals.

Posaric & Pikl ,(2024)The team proactivity is always the focus of attention in the organization, as it is considered one of the basic components on which the goals and plans of the strategy depend, which contribute to achieving them and strive for them in a way that ensures the quality of administrative work. Esan et al,(2024) Administrative organizing groups are considered a fundamental axis in organizing the work of the organization in general. Effective organizational coordinating groups achieve harmony and a great relationship between the management levels in the organization and are linked to all levels directly and indirectly through their connection to administrative work.

Study Objectives

To determine the impact and relationship between   Organizational Conflict (OC)and team proactivity (TP)

To determine the impact and relationship between   Organizational Conflict(OC)and Purposeful management(PM).

To examine the relationship and impact between Purposeful management(PM) and team proactivity (TP)

Study Hypotheses

- Organizational Conflict (OC)will be positively relationship with team proactivity (TP)

- Organizational Conflict (OC)will be positively impact with Purposeful management(PM)

- Purposeful management(PM) will be positively impact with team proactivity (TP)

Methodology

In this study, the quantitative approach was followed in analyzing the relationship between the three variables through the questionnaire form, which was the main department in collecting data. The research complex was made up of workers in Iraqi government universities The study included three main variables: the independent variable, which is organizational conflict; the mediating variable, purposeful management; and the dependent variable, team proactivity (TP). It was conducted by selecting a random sample of higher education workers from various universities, relying on the questionnaire form that was designed through previous studies, as the independent variable, organizational conflict, included (10) paragraphs; the mediating variable, purposeful management, included (8) paragraphs; and the team proactivity (TP), included (6) paragraphs. (315) questionnaires were distributed to higher education workers, of which (235) were valid for analysis. This percentage is considered good and acceptable for analysis, as the structural equations model was used in analyzing the collected data, which amounted to (235), and was entered into the SPSS program. This was done to measure the degree of reliability and data distribution, and then it was analyzed using the Amos program.

Table 1. Reliability Score Table for the Variables Cronbach's Alfa

Variables	Code	NO. Items	Reliability
organizational conflict	OC	10	.88
purposeful management	PM	8	.81
team proactivity (TP)	TP	6	.85

Table No. 1 shows that the reliability score for organizational conflict (.88) and the reliability score for purposeful management (.81) and team proactivity (TP) (.85). These ratios are considered acceptable based on the criteria, as it is clear that all ratios are greater than (.70).

Findings and Discussion

The collected data, (235) simple size , were analyzed in the SPSS and AMOS programs. Table No. (2) shows the relationship between the independent variables, organizational conflict(OC), purposeful management(PM), and team proactivity (TP)., in order to test the hypotheses that were set. The results show the following: There is a strong statistically significant relationship between the independent variable, organizational conflict, and the dependent variable, team proactivity (TP). The degree was (.629**)This supports the first hypothesis.

In addition, the results showed that there is a strong, statistically significant relationship between organizational conflict and purposeful management, and the degree was (.640**) This supports the second hypothesis.

Table No. (2) shows that there is a strong statistically significant positive relationship between the mediating variable, purposeful management, and team proactivity (TP) the degree(235), and this supports the third hypothesis.

Table 2. Correlations for the Variables

		OC	PM	TP
OC	Pearson Correlation	1	.640**	.629**
	Sig. (2-tailed)		.000	.000
	N	235	235	235
PM	Pearson Correlation	.640**	1	.724**
	Sig. (2-tailed)	.000		.000
	N	235	235	235
EOT	Pearson Correlation	.629**	.724**	1
	Sig. (2-tailed)	.000	.000	
	N	235	235	235

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

The data were analyzed in the structured equation modeling program (AMOS) to confirm the results reached through the (SPSS) program. Figure (1) shows the relationship between the three variables: organizational conflict, purposeful management as an intervening variable, and the team proactivity (TP). It shows that the first implementation of measuring the variables needs to be modified because some paragraphs show that the impact factor is less than (0.5). Therefore, some paragraphs in which the impact factor is less than (0.5) were deleted.
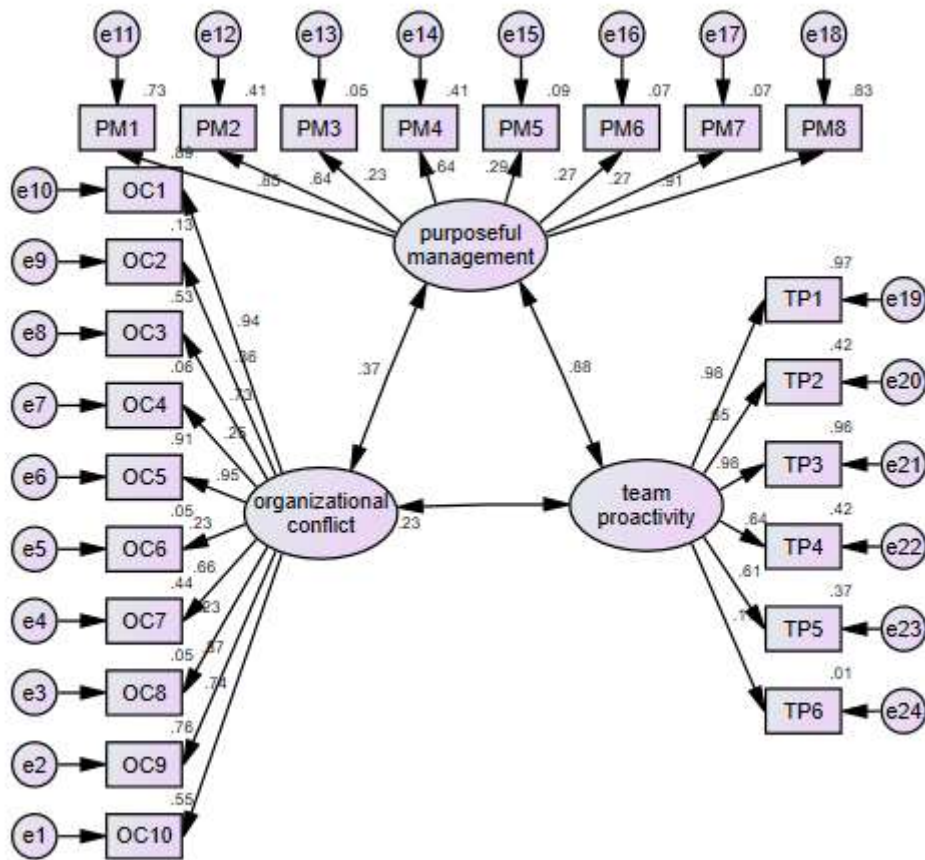
Figure1. The Measurement Model Cfa for Relationship Between (Oc,Pm,Eot)

Regarding the independent variable, organizational culture, paragraphs (OC2,OC4,OC6,OC8) were deleted because they are impact factor less than(0.5), and the intermediate variable, purposeful management, paragraphs (PM3,PM5,PM6,PM6,PM7) were deleted, and the independent variable, team proactivity (TP), (EOT6) was deleted.
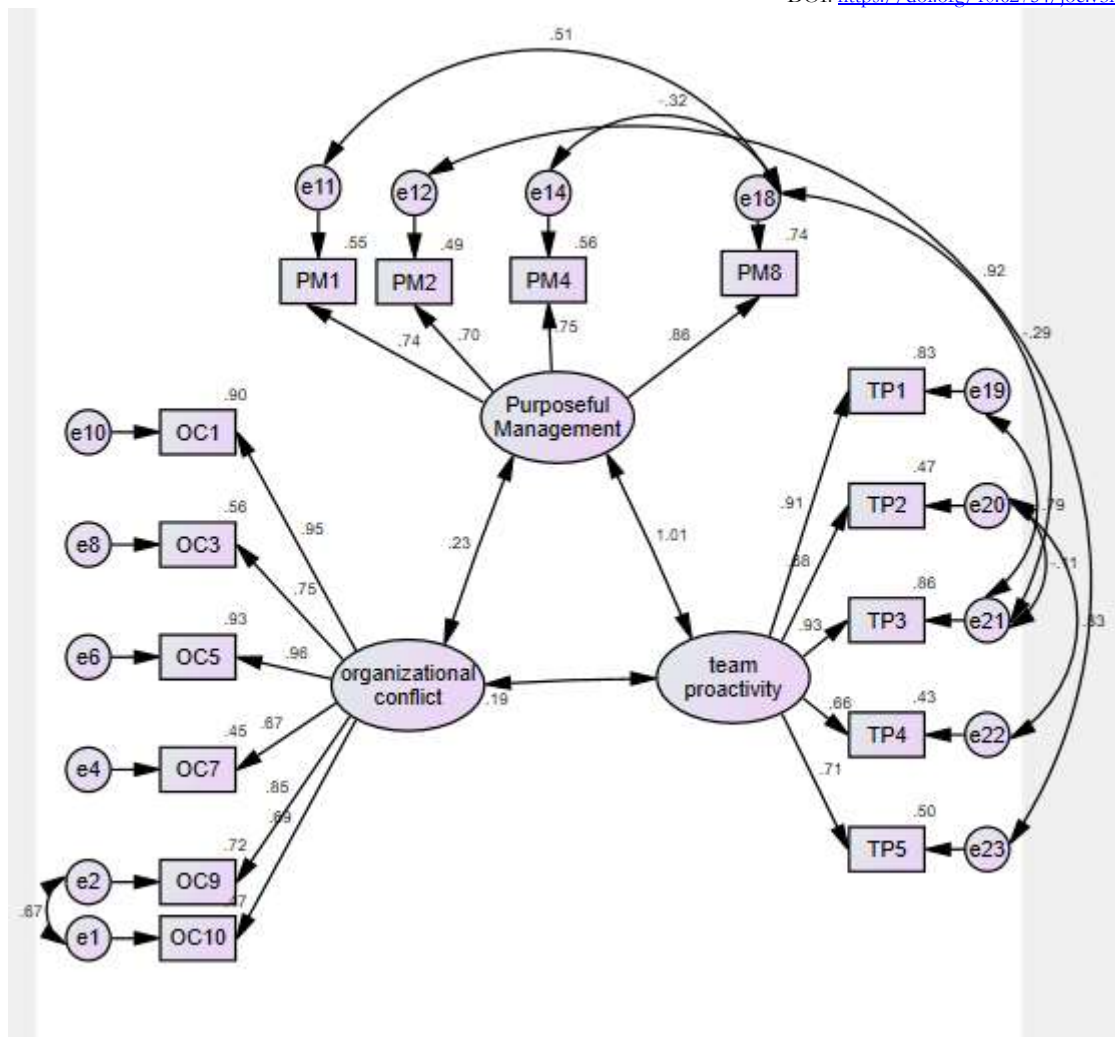
Figure2. The Measurement Model Cfa For Relationship Between (Oc,Pm,Eot) After Modification

Figure No. 2 shows the relationship between the three variables. In addition, it shows the effect of the mediating variable on the relationship between the independent variable and the dependent variable. The results showed that the independent variable, organizational conflict, has a strong, statistically significant relationship with the dependent variable, team proactivity (TP), and that the mediating variable, purposeful management, affects the relationship between organizational conflict and team proactivity (TP).

TABLE 3. Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.925	.901	.942	.923	.942
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Table 4. Cmin

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	41	322.742	79	.000	4.085
Saturated model	120	.000	0		
Independence model	15	4316.631	105	.000	41.111

According to Hair (2012); Klein (2014), the basic criteria (CFI,TLI,IFI,RFI,NFI) for AMOS should be more than (0.90) It is clear from the table no. 3 that all the ratios and criteria are more than (0.90) where CFI (.94) TLI (.92) IFI (.94) RFI (.90) NFI (.92) . This indicates that the mediating variable, purposeful management, affects the independent variable, organizational conflict, and the dependent variable, team proactivity (TP).

Conclusion

This study focused on three main variables: the independent variable, organizational conflict, the dependent variable, team proactivity, and the mediating variable, purposeful management. It was conducted on a group of workers in various higher education universities. A random sample of (315) was taken, of which (235) were suitable for analysis. Data were collected by relying on a questionnaire form, which was designed based on previous studies. The independent variable, organizational conflict, included (10) items, the dependent variable, team proactivity, included (6) items, and the mediating variable, purposeful management, included (8) items. The data were analyzed using the SPSS program and the Structural Equation Model program. The results showed that there is a strong relationship between the independent variable, organizational conflict, and the dependent variable, team proactivity, and the intermediate variable, purposeful management, affects the relationship between the dependent and independent variables with a positive effect that is statistically significant.

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