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Assessing the Impact of Demographic Characteristics of EGYPTAIR Airlines' Employees on Organizational Conflict Management Styles

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Keywords

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Employees

Abstract

The effectiveness of individual employees, teams, and entire organizations depends on how they manage interpersonal conflict at work using the proper organizational conflict management style. This research attempt to examine the effect of the demographic characteristics of employees on recognizing the applicable organizational conflict styles in EGYPTAIR Airlines Company. This research pertains to the descriptive methodology with five-point Likert scale questionnaire and the agreement level ranges from strongly agree to strongly disagree. The researchers used frequencies, a One-way ANOVA test, and independent sample T-test statistics. It was implemented to gather the primary data from the sample of the research from 30th March till 20th June 2022. The sample of the research consisted of 447 employees and managers in EGYPTAIR Airlines Company. Results illustrated that there are no significant differences between all categories of demographic variables except the qualification in the dominating style of managing organizational conflict in EGYPTAIR Airlines.

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1. Introduction

Conflict is a natural phenomenon. Man lives every day from birth to death in a constant struggle between good and evil, between his aspirations and the values of society and the interests of others who live with him. Thus, the human conflict continues in multiple stages and in different images depending on the determinants of personality and the various environmental factors surrounding it. Every day, human civilization grows, and development extends to all economic, social, cultural, and technological fields. Human needs become more complex, and interests increase day by day to create conflict.

According to the organizations, they have entered a new era marked by rapid, dramatic, and turbulent change. This accelerated occurring change has altered how employees in various organizations perform their jobs. Change has indeed become an inherent and integral part of organizational life, and conflict will always be an inevitable aspect (Blank, 2020).

Many academic fields, including management, communications, sociology, psychology, philosophy, organizational behavior, biological sciences, and political science, have applied the concept of conflict in various ways. Conflict studies in public administration concentrate on issues like objective duties, work-family harmony, interpretations of laws, policies, and objectives, professional roles, political ideologies and preferences, ethnic and racial identities, cultural and value-based norms, public policy preferences, conflicts of interest, and conflict resolution techniques (Coggburn, Battaglio, JR., & Bradbury, 2014).

The viability of an organization is largely influenced by its ability to manage organizational conflict (Hon & Chan, 2013). Conflict is seen as one of the competitiveness measurements by all organizations and institutions operating in that challenging environment where they are looking for measurements to help them improve their performance and competitiveness (Kazimoto, 2013).

Due to the complexity and interconnection of organizational life, conflict is unavoidable in groups and organizations. However, scholars have disputed on whether conflict is destructive or useful to both individuals and organizations (Jehn, 1995). Given this, it is crucial for managers to be able to identify different types of conflict and manage it in a way that both encourages positive organizational results and mitigates unfavorable ones (Coggburn, Battaglio, JR., & Bradbury, 2014).

The role of conflict in groups and organizations has been debated. According to one school of thought, conflict should be avoided because it indicates a malfunction within the group. This is referred to as the traditional viewpoint. Another viewpoint contends that conflict is not only a positive force in a group, but that some conflict is absolutely necessary for a group to function effectively. This is known as the interactionist viewpoint (Robbins & Judge, 2015).

Managing organizational conflict and change should include processes for identifying inefficient outcomes and attempting to resolve them, allowing for better organizational conflict management (Price, 2018).

Managers spend 20% of their time managing conflict, and evidence suggests that conflict and conflict management at work have a significant impact on individual, group, and organizational effectiveness. Given the importance of conflict management in organizations, having and developing reliable and valid measurement instruments is critical. Such tools assist researchers in obtaining valid data through self- and peer-report, as well as practitioners in diagnosing conflict management strategies at work (De Dreu, Evers, Beersma, Kluwer, & Nauta, 2001).

Basogul and Ozgur (2016) noted that Rahim (2001) developed an inventory to determine what strategies people use to deal with interpersonal conflict in organizations, which supported the five independent dimensions of conflict styles, which were named integrating, avoiding, dominating, obliging, and compromising styles.

- **Research Problem**

Conflict cannot be avoided in any organization. And the lack of organizational conflict leads to inactivity in the Organization, and the excess of the required amount harms the organization, and is also inevitable, and the best way to deal with conflicts is to resolve them to satisfy the affected parties. However, this is easier said than done in this competitive world where nobody is willing to lose out on lucrative resources and forego their chances. Hence the problem of this study is to know how the demographic characteristics of EGYPTAIR Airlines' employees determine their perception of organizational conflict and the organizational conflict management styles.

- **Research Aim**

The research's aim is to investigate the differences of demographic characteristics of EGYPTAIR Airlines' employees and the differences' impact on the employees' perception of organizational conflict management styles.

The research's objectives are as following:

- Reveal the significant differences between genders of the research's sample.
- Reveal the significant differences between qualification levels of the research's sample.
- Reveal the significant differences between job experience levels of the research's sample.
- Reveal the significant differences between income levels of the research's sample.

- **Research Hypotheses**

The research aims to test the following hypotheses:

- There are statistically significant differences between genders of the employees with regard to the styles of conflict management (the integrating style, the avoiding style, the compromising style, the dominating style and the obliging style).
- There are statistically significant differences between qualification levels of the employees with regard to the styles of conflict management (the integrating style, the avoiding style, the compromising style, the dominating style and the obliging style).
- There are statistically significant differences between job experience levels of the employees with regard to the styles of conflict management (the integrating style, the avoiding style, the compromising style, the dominating style and the obliging style).
- There are statistically significant differences between income levels of the employees with regard to the styles of conflict management (the integrating style, the avoiding style, the compromising style, the dominating style and the obliging style).

- **Research Significance**

The significance of the current research is to assess the impact of differences of the following demographic characteristics: gender, qualification levels, job experience levels, and income levels of the employees of EGYPTAIR Airlines Company on their awareness of the organizational conflict and the best management style to manage it in their departments.

2. Literature Review

2.1. Organizational Conflict

There are many definitions for conflict in the literature across various fields and within the field of organizational behavior. This includes the idea that organizational conflict is a social phenomenon due to the perception of individuals that one party is being opposed or negatively impacted by another party (Mitchell, 2018). According to Robbins and Judge (2015, p.433) conflict is “a process that begins when one party perceives that another party has negatively affected, or is about to negatively affect, something that the first party cares about”.

Nicholson (1992, p.11) stated that “conflict exists when two people wish to carry out acts which are mutually inconsistent. They may both want to do the same thing, such as eat the same apple, or they may want to do different things where the different things are mutually incompatible, such as when they both want to stay together but one wants to go to the cinema and the other to stay at home. A conflict is resolved when some mutually compatible set of actions is worked out. The definition of conflict can be extended from individuals to groups (such as states or nations), and more than two parties can be involved in the conflict. The principles remain the same“.

Rahim (2001, p.23) categorized organizational conflict can be intraorganizational “conflict within an organization” or interorganizational “conflict between two or more organizations”. Intraorganizational conflict may also be classified according to the level at which it occurs (individual, group, etc.). According to Tenthani (2001) and Chaudhry and Asif (2015) intraorganizational conflict can be classified as intrapersonal, interpersonal, intragroup, and intergroup.

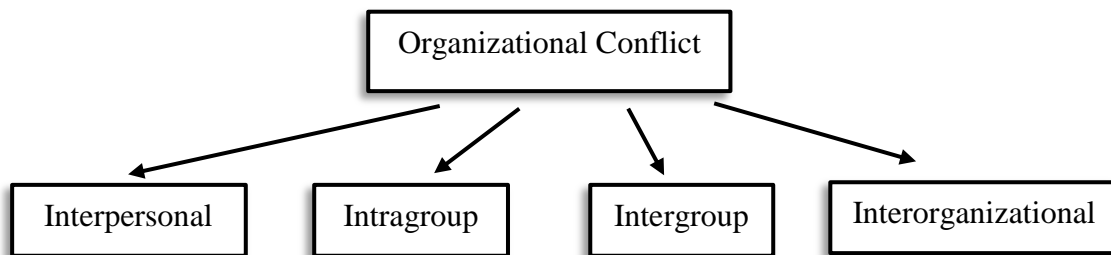


Figure 1- Organizational Conflict Types

Source: Sam Blank (2020), *Managing Organizational Conflict*, McFarland & Company, North Carolina, p.28

Organizational conflict may happen as a result of one or more of the following: low wages, unfavorable working conditions, labor mismanagement, irrelevance of workers' rights and duties, nonrhythmicity of labor, inconvenient working schedule and lack of discipline (Kharadze & Gulua, 2018), according to Mitchell (2018) the causes of organizational conflict are: incompatible goals, differences between values and beliefs, unclear rules, task interdependence, lack of resources and ineffective communication. Also the organization's size and its sub-divisions cause

organizational conflict. The Larger the organization the more opportunity to conflict to happen (Blank, 2020).

There are three different views on conflict discussed as following:

Traditionally, conflict was thought to arise from competing interests involving scarce resources and goal divergence and confusion (Tjosvold, 2006). The traditional view of organizational conflict was consistent with the attitudes towards group behavior that prevailed in the 1930s and 1940s. Conflict was seen as a dysfunctional outcome caused by poor communication (Isa, 2015), openness scarcity and lack of trust between people, and the managers' failure to respond to the needs and aspirations of their employees. Conflict was characterized by the terms of destruction, violence and irrationality (Hurt, 2013). If conflict and intense competition prevail, this may reduce performance (Islam, 2018), and to improve the group and organizational performance, we have to know the causes of conflict and correct those malfunctions (Robbins & Judge, 2015).

According to early views, conflict was a zero-sum game, which means one party wins and the other one loses; and many researchers considered all conflicts were bad, should be avoided, and had to be eliminated by understanding, good-will, and cooperation (Mack & Snyder, 1957). In the late 1940's to the 1970's, researchers realized that avoiding conflict was ideological but not practical, their perspectives shifted from avoid conflict to accept conflict as a natural and inevitable occurrence in all groups and organizations (Pondy, 1967). This approach promotes conflict acceptance and rationalization its existence. Because of the potential benefits from conflict, project managers should focus on managing it effectively rather than suppressing or eliminating it (Verma, 1998). This view was called the behavioral or contemporary view.

Despite the negative image of conflict within an organization, some researchers found that conflict has a constructive component that contributes to organizational creativity and innovation (Verma, 1998; Hurt, 2013; Chaudhry & Asif, 2015), besides that a low level of conflict can help a group remain viable, self-critical (Robbins & Judge, 2015) and no conflict in organizations may lead to stagnation, ineffectiveness and poor decisions (Rahim, 2015). They believed that conflict has some positive effects in organizations, which categorized as following: (i) beneficial effects on productivity, (ii) social effects on relationships and developing better communication, (iii) constructive environment in workplace (Islam, 2018). "The conflict process is a process that has five stages: potential opposition or incompatibility, cognition and personalization, intentions, behavior, and outcomes" (Robbins & Judge, 2015, p. 436) as shown in figure 2.

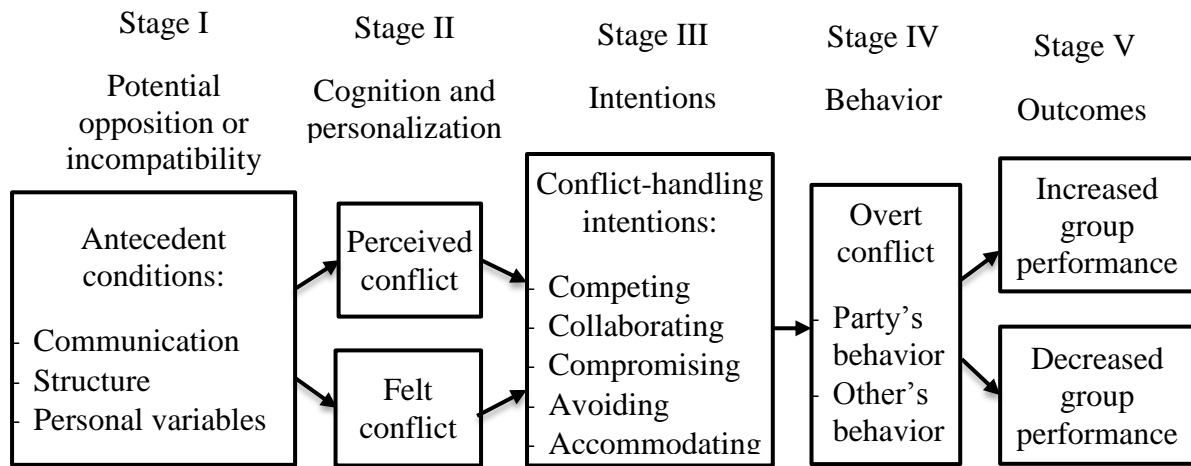


Figure 2 – The Conflict Process

Source: Stephen P. Robbins, Timothy A. Judge (2015), *Organizational Behavior*, 16th ed, Pearson, p. 436.

2.2. Organizational Conflict Management

Studies on the management of organizational conflict have taken two directions. Some researchers have attempted to measure the amount of conflict at various organizational levels and to explore the sources of such conflict. Others have attempted to relate the various styles of handling interpersonal conflict of the organizational participants and their effects on quality of problem solution or attainment of social system objectives. It becomes evident that the distinction between the amount of conflict at various levels and the styles of handling interpersonal conflict, is essential for a proper understanding of the nature of conflict management. (Rahim, 2015)

What we need in modern organizations is conflict management, not conflict resolution which implies conflict reduction, elimination, or termination. Conflict management entails developing effective strategies to reduce conflict dysfunctions and enhance conflict's constructive functions in order to improve an organization's learning and effectiveness (Rahim, 2015).

Organizations must do everything possible to achieve a healthy and beneficial level of conflict that fosters a sense of competition and a genuine desire for growth, resulting in organizational efficiency and progress (Akhtar, Khan, Akhtar, Shafiq, & Tanveer, 2020).

Martir (2019, p.74) stated that conflict management is “the process of observing negative (dysfunctional) or positive (functional) conflict and executing the proper motivational, leadership, or decision tools to eliminate dysfunctional actions that are adverse to productivity or mission accomplishment”.

In any given situation, an individual can express concern for self and concern for others to varying degrees along their respective spectrums. As a result, individuals can exhibit behavior that corresponds to each of the conflict styles (Kelly, 2020).

As Thomas (1992, p.266) stated “In the late 1960s, I first encountered The Managerial Grid of Blake and Mouton, which, among other aspects of managerial style, identified five different ‘approaches to managing conflict’. These five approaches appeared to capture the basic choices available to conflicting parties better than simpler distinctions which were then being used in conflict research. In this taxonomy, five conflict-handling modes are classified by the two underlying dimensions of assertiveness and cooperativeness”. Figure 3 illustrates this.

2.2.1. Integrating Style (Assertive: high, Cooperative: high)

Integrating style is about attaining an agreement that satisfies both one's own and the other's aspirations to the greatest extent possible, and it entails an exchange of information about priorities and preferences, demonstrating insights, and making tradeoffs between important and unimportant issues (De Drue & Beersma, 2005). It is a win-win solution which allows both parties' aims to be achieved completely (Nguyen & Yang, 2012), approve and accept the solutions by both parties (Prassa & Stalikas, 2020). This style is useful for effectively dealing with complex issues (Rahim, 2015). It also called the collaborating or problem solving style.

2.2.2. Avoiding Style (Assertive: low, Cooperative: low)

Avoiding, which involves a passive stance (De Drue & Beersma, 2005), attempts to avoid problems. In this case one will neither pursue one's own goals nor helping with other parties goal accomplishments (Meyer & Babs, 2013). Refusing to face the conflict or even acknowledge its existence (Nguyen & Yang, 2012). This style may be used to deal with some common or minor issues or when a cooling-off period is required before dealing with a complex problem effectively (Rahim, 2015). This kind of strategy can delay or even impede the agreement (Prassa & Stalikas, 2020).

2.2.3. Dominating Style (Assertive: high, Cooperative: low)

Dominating or competing is achieving your aim at the sacrifice of the other's aim (Nguyen & Yang, 2012), involves threats and bluffs, hard arguments, and positional commitments (De Drue & Beersma, 2005). This approach should only be used as a last resort (Verma, 1998) in emergencies or when quick decisive action needs to be taken. It refers to an assertive and aggressive approach and is sometimes also referred to as a 'win-lose' approach. This style excludes cooperation with other parties and could also be done at the expense of another party (Meyer & Babs, 2013). It also known as forcing or contending or competitiveness style (Prassa & Stalikas, 2020).

2.2.4. Compromising Style (Assertive: moderate, Cooperative: moderate)

In compromising where there is a desire to ration the object of the conflict and accept a solution with incomplete satisfaction of both parties' concerns (Robbins & Judge, 2015). This style may result in neither party achieving their aims and is in some cases also referred to as the 'lose-lose' situation (Meyer & Babs, 2013) or give-and-take interaction (Prassa & Stalikas, 2020). It considered to be acknowledging partial agreement with a specific point of view, and accepting the responsibility of an infraction (Nguyen & Yang, 2012).

2.2.5. Obliging Style (Assertive: low, Cooperative: high)

Obliging or accommodating means cooperating with another party, sometimes at the expense of one's own aims and objectives. This style is used when one party is not the expert in the field or when one wants to build future ties with a specific party (Meyer & Babs, 2013). This style entails unilateral concessions, unconditional promises, and offering assistance in order to accept and incorporate the other's desire, it also called conceding (Prassa & Stalikas, 2020; De Drue & Beersma, 2005). It is about supporting someone else' opinion in spite of your reservations about it (Robbins & Judge, 2015).

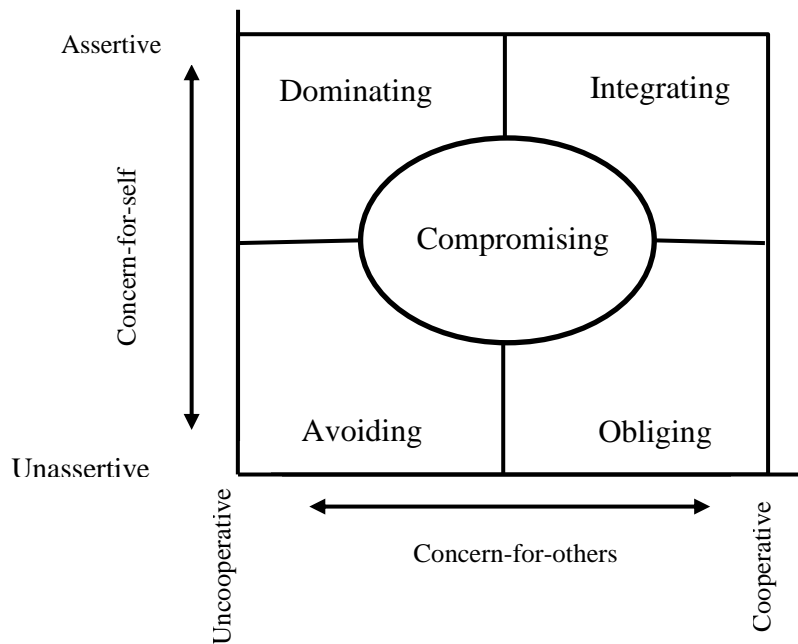


Figure 3 - Graphical representation of Conflict Style MODEs along two axis, Assertiveness / Concern-for-Self and Cooperativeness / Concern-for-Others

Source: Michael P. Kelly (2020), Conflict Style is not a Label: The Relationship of Age, Work Level, Reason for Assessment, and Time Between Assessments to Conflict Style Change, Published Doctorate Dissertation, Nova Southern University, Proquest, p.29

3. Methodology

This research is considered to be a nonexperimental quantitative research which is used in behavioral sciences (Johnson, 2001; Mishra & Alok, 2017). The researchers chose the quantitative approach to answer research questions that require numerical data (Williams, 2007; Brotherton, 2008; Creswell, 2014, p.32). The quantitative data analysis is associated with large-scale research, correlational research, and experiments (Cohen, Manion, & Morrison, 2007; Williams, 2007). It attempts to select data and generalize results from a subset of the population of interest (MacDonald & Headlam, 2008). This research can be classified as descriptive research which aims to explain the current set of circumstances, and cross-sectional research which concentrated on collecting data from research participants at a single point of time (Johnson, 2001; Moutinho, 2011). Most cross-sectional studies collect their data using questionnaires, and they could be distributed to the targeted respondents by mail, e-mail, or face-to-face and telephone contacts (Gray, Williamson, Karp, & Dalphin, 2007; Rowley, 2014; Vehovar & Beullens, 2018). This research used self-administrated mail questionnaire technique, where the questionnaire is mailed to a wide range of individuals and willing respondents can complete the survey at their leisure and send it back (Bhattacharjee, 2012). The questions of questionnaire should be written in such a way that they are as clear, simple, specific, and relevant to the study's research objectives as possible (Krosnick, 2018).

- **Data Collection**

Data has been collected through questionnaires that were prepared in approach that is relevant to the situation so as to decrease invalid responses. Accordingly,

questionnaires are distributed on a sample of EGYPTAIR Airlines company's employees to know their attitudes about the organizational conflict and the used styles to manage it in their company.

The Questionnaire was designed as five-point Likert scale and the agreement level ranges from "strongly agree = 5" to "strongly disagree = 1".

The questionnaire was divided into two sections as follows:

1. The first section included the demographic characteristics of the research's sample: gender, qualification levels, job experience, and income.
2. The second section included the scale of organizational conflict management styles consisted of 15 statements.

The population of the research was the EGYPTAIR Airlines employees. The sample of the research consisted of 447 employee and manager in EYGPTAIR Airlines.

This research adopted the non-probability sampling technique which is considered to be the best option if some population units have no chance of selection or where the probability of selection cannot be determined accurately. Non-probability sampling techniques includes: convenience and quota. This research used the convenience technique which also known as accidental or opportunity sampling. This is a technique in which a sample is drawn from a population segment that is close to hand, convenient, or readily available. This sampling method is best suited for pilot testing, where the aim is instrument testing or measurement validation rather than obtaining generalizable conclusions (Bhattacharjee, 2012).

To determine the appropriate sample size of the research population, the researcher used the Cochran (1977) formula as follows:

$$n = \frac{z^2 \times p(1 - p)}{e^2}$$

$$n = \frac{1.96^2 \times .5(1 - .5)}{0.05^2} = 384.16$$

Where:

- n: appropriate sample size
- z: standard degree (1.96 at significant level of 0.05)
- p: Sample proportion and neutral = 0.50
- e: maximum allowed error (0.05 at significant level of 0.05)

By applying these values to the Cochran, J. formula reveals that the appropriate sample size for this research is 385 participants but the researcher distributed 450 questionnaires. After revising of the responded questionnaires, there were 3 questionnaires not valid for analysis; the valid is (447) with the respondent rate of 99.33%. The collected questionnaires' data were coded and analyzed by Statistical Package for Social Science (SPSS V.23).

• Data Validity and Reliability

This research determined the validity of the scale by using the following:

- a. Face validity: the scale was reviewed by nine academic reviewers. The comments and observations of them have been considered before implementing the filed study.
- b. Validity of internal consistency: results demonstrated that all correlation coefficients of statements are significant at level of significance of ≤ 0.01 which ensures the validity of internal consistency of organizational conflict scale.

Regarding the reliability of scale, it was calculated using Cronbach's Alpha coefficient as shown in table 1. The Overall Cronbach's Alpha exceeded 0.7 for the 15 variables; this means that all variables were acceptable and reliable.

Table - 1: Cronbach's Alpha Value

Variables	No. of items	Cronbach's Alpha Value
The Integrating Style	3	.737
The Avoiding Style	3	.859
The Dominating Style	3	.825
The Compromising Style	3	.804
The Obliging Style	3	.731
Total	15	.791

Source: Developed by the researchers.

This study implemented parametric statistical tests to identify significant differences between categories of demographic variables as follows:

1. Frequencies of the sample demographic characteristics.
2. T-test: it was used to test the differences between two categories within one variable of the study's sample.
3. One-Way ANOVA test: it was used to identify the significant differences between more than two categories within one variable of the study's sample.
4. LSD test: it was used for multiple comparisons.

4. Results and Discussion

This part of the research begins with describing variables of the study, then illustrated the differences between groups of demographic variables.

Table - 2: The Sample Characteristics Statistics

Variable	Response	Frequency	Percent	Rank
Gender	Male	268	60.0	1
	Female	179	40.0	2
	Total	447	100.0	-
Qualification Level	Bachelor	259	57.9	1
	Master	154	34.5	2
	PH.D	34	7.6	3
	Total	447	100.0	-
Job Experience	From 5-10 years	79	17.7	3
	From 11-15 years	284	63.5	1
	More than 15 years	84	18.8	2
	Total	447	100.0	-
Income	Less than 1000 EGP	0	0	3
	From 1000-2999 EGP	0	0	3
	From 3000-5999 EGP	0	0	3
	From 6000-8999 EGP	339	75.8	1
	From 9000 and above	108	24.2	2
	Total	447	100.0	-

Source: Developed by the researchers.

- Table 2 includes the statistical frequencies of demographic variables as following:
- a) According to “Gender”, the results showed that the percent of “Males” (60.0%) was more than “Females” (40.0%) of investigated sample.
 - b) According to respondents’ “Level of Qualification”: the majority of the respondents had “Bachelor” (57.9%), followed by “Master” (34.5%), and followed by “PH.D” (7.6%). Thus the employees are knowledgeable enough to understand the concept of conflict management and might have been actually involved in management of conflict in there sectors and administrations of EGYPTAIR Airlines Company, this result came with an agreement with the study of Adomi & Anie (2006) .
 - a) According to respondents’ “Job Experience”, the majority of the respondents was “From 11-15 years” (63.5%), followed by “More than 15 years” (18.8%), followed by “From 5-10 years” (17.7%).
 - b) According to respondents’ “Income”, the majority of the respondents was “From 6000-8999” (75.8%), followed by “From 9000 and above” (24.2%).

Table - 3: Differences between Genders of EGYPTAIR Airlines Company’ Employees in Organizational Management Styles

Variable	Gender	N	Mean	SD	T-Test	
					t	Sig.
The Integrating Style	Males	268	3.7152	.57891	-.376-	.707
	Females	179	3.7356	.53431		
The Avoiding Style	Males	268	3.9042	.70575	.661	.509
	Females	179	3.8585	.73257		
The Dominating Style	Males	268	3.6468	.47187	-1.115-	.265
	Females	179	3.6983	.48920		
The Compromising Style	Males	268	3.1505	.66927	.885	.377
	Females	179	3.0931	.67598		
The Obliging Style	Males	268	2.4751	.61046	-.156-	.876
	Females	179	2.4842	.58505		

Source: Developed by the researchers.

From the results shown in Table 3, the independent samples T-test used to determine the differences between the two groups, it was noticeable that the significance levels for all variables were more than (0.05), this means that there were no statistically significant differences between males and females with respect to the integrating style, the avoiding style, the dominating style, the compromising style, and the obliging style. This result indicated that the hypothesis of the study was not accepted concerning these variables.

This result came to an agreement with the studies of Noll (2014) which revealed that gender was not a consideration within workplace conflicts and Korabik, Baril, and Watson (1993) who found that men and women managers do not seem to have different preferences for conflict mangement styles.

Table - 4: One-Way ANOVA for Differences between Qualification Levels of EYGPTAIR Airlines Company’ Employees in Organizational Management Styles

Variable	Variance	Sum of Squares	df	Mean Square	F	Sig.
The Integrating Style	Between Groups	.543	2	.272	.863	.423
	Within Groups	139.799	444	.315		
	Total	140.342	446			
The Avoiding Style	Between Groups	2.662	2	1.331	2.614	.074
	Within Groups	226.074	444	.509		
	Total	228.737	446			
The Dominating Style	Between Groups	2.522	2	1.261	5.609	.004
	Within Groups	99.811	444	.225		
	Total	102.333	446			
The Compromising Style	Between Groups	.637	2	.318	.704	.495
	Within Groups	200.651	444	.452		
	Total	201.287	446			
The Obliging Style	Between Groups	.795	2	.398	1.106	.332
	Within Groups	159.642	444	.360		
	Total	160.437	446			

Source: Developed by the researchers.

Table 4 illustrated the one-way ANOVA to analyze the differences between qualification levels with respect to the integrating style, the avoiding style, the dominating style, the compromising style, and the obliging style. The results showed that the significance levels for all variables of qualification levels were more than (0.05). This means that there were no statistically significant differences between qualifications levels with respect to all variables of the integrating style, the avoiding style, the compromising style, and the obliging style. This result indicated that the hypothesis of the study was not accepted concerning these variables except the variables of dominating style.

The LSD (Least Significant Difference) test was calculated to determine the sources of differences as shown in table 5.

Table - 5: LSD between Qualification Levels concerning the Dominating Style

The Dimension		(I) Qualification	(J) Qualification	Sig.
The Dominating Style	LSD	Bachelor	Master PH.D	.472 .001
		Master	Bachelor PH.D	.472 .005
		PH.D	Bachelor Master	.001 .005

Source: Developed by the researchers.

Table 5 showed that there was statistically significant difference between “Bachelor” and “Master” (Sig. =0.472), while there was statistically significant difference between “Bachelor” and “PH.D” (Sig. =0.001).

Table - 6: Means of Qualification Levels concerning the Dominating Style

The Dimension	Bachelor	Master	PH.D
The Dominating Style	3.7014	3.6667	3.4118

Source: Developed by the researchers.

These differences were in favor of “Bachelor” (Mean = 3.7014) and “Master” (Mean = 3.6667), against “PH.D” (Mean = 3.4118) as shown in table 6. This result indicated that the hypothesis of the research was accepted concerning this variable. This result came to an agreement of the study of Kristanto (2017).

Table -7: One-Way ANOVA for Differences between Job Experience Levels of EYGPTAIR Airlines Company’ Employees in Organizational Management Styles

Variable	Variance	Sum of Squares	df	Mean Square	Job Experience	
					F	Sig.
The Integrating Style	Between Groups	.074	2	.037	.116	.890
	Within Groups	140.269	444	.316		
	Total	140.342	446			
The Avoiding Style	Between Groups	1.347	2	.673	1.315	.270
	Within Groups	227.390	444	.512		
	Total	228.737	446			
The Dominating Style	Between Groups	.925	2	.462	2.025	.133
	Within Groups	101.408	444	.228		
	Total	102.333	446			

The Compromising Style	Between Groups	.271	2	.136	.300	.741
	Within Groups	201.016	444	.453		
	Total	201.287	446			
The Obliging Style	Between Groups	.173	2	.087	.240	.787
	Within Groups	160.264	444	.361		
	Total	160.437	446			

Source: Developed by the researchers.

Table 7 illustrated the one-way ANOVA to analyze the differences between job experience levels with respect to the integrating style, the avoiding style, the dominating style, the compromising style, and the obliging style. The results showed that the significance levels for all variables of job experience levels were more than (0.05). This means that there were no statistically significant differences between job experience levels with respect to all variables of the integrating style, the avoiding style, the compromising style, the dominating style and the obliging style. This result indicated that the hypothesis of the study was not accepted concerning these variables. These results came to a disagreement to Dartey-Baah (2015) which revealed that the employees with a master or doctoral degree experienced greater work conflict than employees with high school education. On contrary of the EGYPTAIR Airlines' employees who were equal in experiencing the organizational conflict management styles.

Table -8: Differences between Incomes of EYGPTAIR Airlines Company' Employees in Organizational Management Styles

Variable	Income	N	Mean	SD	T-Test	
					t	Sig.
The Integrating Style	From 6000-8999	339	3.7257	.54736	.155	.877
	From 9000 and above	108	3.7160	.60427		
The Avoiding Style	From 6000-8999	339	3.9204	.69317	1.806	.072
	From 9000 and above	108	3.7778	.77741		
The Dominating Style	From 6000-8999	339	3.6971	.46726	2.337	.020
	From 9000 and above	108	3.5741	.50508		
The Compromising Style	From 6000-8999	339	3.1160	.67278	-.640-	.522
	From 9000 and above	108	3.1636	.67054		
The Obliging Style	From 6000-8999	339	2.4916	.60366	.805	.421
	From 9000 and above	108	2.4383	.58830		

Source: Developed by the researchers.

Table 8 illustrated the independent samples T-test used to determine the differences between the two groups, it was noticeable that the significance levels for all variables were more than (0.05), this means that there were no statistically significant differences between the two groups of income “From 6000-8999 EGP” and “From 9000 EGP and above”, with respect to the integrating style, the avoiding style, the dominating style, the compromising style, and the obliging style. This result indicated that the hypothesis of the study was not accepted concerning these variables.

5. Conclusions

This research divided organizational conflict management styles into five dimensions as follows; the integrating style, the avoiding style, the dominating style, the compromising style, and the obliging style. The current study aimed to evaluate significant differences of demographic characteristics about organizational conflict management styles in EGYPTAIR Airlines Company. Results demonstrated that there are not any significant differences in “Gender” of the employees with regard of their perceptions of organizational conflict management styles. There are significant differences between “Qualification Levels” in favor of “Bachelor” with regard of employees’ perceptions of organizational conflict management styles. There are not any significant differences in “Job Experience Levels” of the employees with regard of their perceptions of organizational conflict management styles. And there are not any significant differences in “Income Levels” of the employees with regard of their perceptions of organizational conflict management styles.

These results came to an agreement of the study of İslamoğlu, Börü, & Birsal (2008) that most of the demographic characteristics were not correlated with conflict management styles.

6. Recommendations

Although conflicts have both negative and positive effects, the administration and the employees should work towards achieving the positive effects rather than the negative. The following recommendations should be suggested:

- Training programs for administrative leaders in the EGYPTAIR Airlines Company should be designed to develop the skills to use all styles of conflict management, and provide them with the skills necessary to diagnose conflict and understand its dimensions, because this is a prerequisite for choosing the appropriate style to manage conflicts.
- Encouraging employees of EGYPTAIR Airlines Company to discuss their problems before they escalate and turn into conflicts.
- Adopting the freedom of opinion principle and spread its concept among the employees of EGYPTAIR Airlines Company.
- The administration of EGYPTAIR Airlines Company should ensure a free flow of communication between the head of the different departments and the employees working in.
- The administration of EGYPTAIR Airlines Company should encourage and promote interpersonal relationships among the employees to improve on their morals.
- The administration of EGYPTAIR Airlines Company should organize workshops about organizational conflict management from time to time for the employees, which will enable employees to know about organizational conflict and how it can be effectively managed for individual and organization effectiveness.

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