Organizational conflict management strategies and the Organizational climate for the administrators of swimming pools

*Dr. Haytham .Mohammed .A

Abstract:

This study aims to find out the relationship between organizational climate and organizational conflict with the management of swimming pools and learn about their attitudes toward organizational climate Researcher identified the descriptive method, and total sample (55) administrator for swimming pools of clubs: Al Ahly , Zamalek , Cairo, EL Ghaba , Banha , Tookh and El Moasasa, used Questionnaire to organizational conflict management strategies and Questionnaire to organizational climate,The results indicated that the style of avoidance received a medium degree and the style of cooperation and courtesy received a high degree,an inverse relationship between organizational climate and organizational conflict among the administrator.

Key words:

conflict management strategies, organizational conflict, organizational climate, the administrators of swimming pools

Introduction:

Conflicts are part of human consciousness in all aspects of life. one cannot avoid conflict, whether at home, at the office, or when watching television news. The consequences of organizational conflict reach further today than ever before as the interface between work and home blurs and organizations experiment with flatter and more decentralized structures. In addition, the complexity of conflict increases as organizations become more open and diverse. Conflict is inevitable and even desirable: "To work in an organization is to be in conflict. To take advantage of joint work requires conflict management"Pekka Aula1 &KalleSiira, (2011)**,** On the other hand, some view conflicts as a source of

* Department of theories and applications of water sports, Faculty of Physical Education, Benha University-Egypt

innovation, creativity, and development in organizations Rahim, A. (2002), We believe that conflict management is closely interconnected with the conceptualizationof an organization's communication systems and cultures. Whereas organizations havetraditionally been piloted towards a unified culture in which the ideal has been harmoniousand predictable relations among various stakeholders,Stanley, C. and Algert, N. (2007**)**, Some see considers the dimensions of the organizational climate is a bonus, responsibility, organizational structure, participation**,** Pangil, F and Others, (2011)

Previous studies:

Pangil, F and Others, (2011); the Relationship between Organizational Climate and Job Satisfaction,this study seeks to investigate the relationship between organizational climate and job satisfaction among government agency officers. A cross sectional survey was conducted on the employees of a government agency. A convenient sampling method was assumed because the researchers have no control on the number and how the questionnaires were distributed. Principal component factor analysis conducted on organizational climate items indicated that for this sample, this variable consists of four dimensions which are reward orientation, responsibility, structure, and participation. The result of regression analysis shows that these four dimensions of organizational climate are significant predictors of job satisfaction.

Pekka Aula1 &KalleSiira, (2011); Organizational Communication and Conflict Management Systems,this study aims to examine the prevailing model of systematic organizational conflict management from an organizational communicative perspective and to suggest directions for improvement. Particularly the model of conflict management system (CMS) is examined at the macro-level from the novel theoretical perspective of social complexity augmented with an interpretive view of organizational communication. Specifically two models – the dual function of communication and the arena model – are utilized to

illustrate weaknesses and points of development in traditional CMS thinking. CMS was found to represent a rather limited vision of contemporary conflict management. It is rooted in a mechanistic view of organizational communication, which, we assert, is problematic from the organizational conflict management perspective, both theoretically and practically. The differences between CMS and social complexity approaches are identified,and a fresh framework for strategic conflict management is introduced.

Ana Akemi Ikeda, Tânia ModestoVeludo, (2005);Organizational Conflicts Perceived by Marketing Executives Brazilian, this study aims to discuss the conflict phenomenon and examines some strategies to overcome it. Concepts are discussed and employed for the development of an exploratory field survey carried out with Brazilian marketing executives. Results show that conflicts are more felt in the marketing area itself and in near and related areas. Communication is the main source of conflict, followed by different expectations and organizational structure.

Ongori Henry (2009): Organisational Conflict and its Effects on Organisational Performance, The aim of this study was to find out the causes, types, effects and strategies on how to manage conflicts in organizations effectively to enhance organizational performance. Therefore, it is the prime responsibility of management to put in place appropriate strategies on how to minimize conflicts. This research contributes to the body of the existing literature; specifically it will inspire managers to develop appropriate strategies on how to manage conflicts in their organizations effectively. The convenience sample of one hundred and thirty managers was selected for the study from government departments, parastatals and private companies. The tabular method was used to analyze the data. The findings indicate that the major cause of organizational conflict is limited resources.

Questionnaires and tests:

- Questionnaire to Questionnaire to organizational conflict management strategies.

- Questionnaire to organizational climate.

Steps taken to carrying out research

The reconnaissance

Was carried out a number (20) administrator of swimming pools in, where transactions have been calculated in terms of Questionnaire to Questionnaire to organizational conflict management strategies and Questionnaire to organizational climate.

The basic experience

Then answer the questionnaires to a sample of (25) administrators of swimming pools

Results:

The first question: What organizational conflict management techniques for the administrators of swimming pools?

The following criterion is to judge the arithmetic averages provide a variable degree of organizational conflict:

(1.00 - less than 2.34) a low degree,

(2.34 - less than 3.68) a medium degree,

(3.68 - less than 5.0) a high degree.

Table (1)

Means and standard deviations of the conflict organizational and strategies of the administrators of swimming pools

strategies the Organizational climate	Mean	SD	Sort	degree
cooperation	3.85	0.94	1	high
courtes	3.69	0.83	2	high
avoidance	3.51	0.78	3	medium
Total	3.69	0.75		high

Table (1) show that the style of cooperation and comity came a high degree, cooperation came in the first place, and courtesy in the second and one area came a moderately avoidance, and there is no style was appreciated low.

The reason for this is that managing is the one who can deal with organizational conflicts in a positive way, and can help significantly to the achievement of organizational goals with a high degree of efficiency.

Table (2)

Means and standard deviations for organizational conflict phrases the administrators of swimming pools

Co-style	degree	Sort	Mean	SD
1	High	4	3.85	1.33
2	High	3	3.91	1.20
3	High	7	3.74	1.12
4	High	2	3.95	1.34
5	High	6	3.77	1.20
6	High	1	3.95	1.08
7	High	5	3.82	1.32
Courtesy style	**degree**	**Sort**	**Mean**	**SD**
8	High	1	3.93	1.08
9	Medium	8	3.46	1.37
10	Medium	6	3.53	1.42
11	High	4	3.80	1.05
12	medium	5	3.63	1.25
13	medium	7	3.48	1.54
14	High	3	3.83	1.36
15	High	2	3.83	1.31
avoidance style	**degree**	**Sort**	**Mean**	**SD**
16	Medium	7	3.56	1.26
17	Medium	9	3.35	1.25
18	Medium	5	3.62	1.36
19	High	1	3.98	.83
20	High	4	2.75	1.61
21	High	3	3.76	.99
22	High	8	3.41	1.33
23	high	6	3.56	1.18
24	medium	10	3.16	1.34
25	medium	2	3.98	0.90

Table (1) shows that:

- All the phrases style cooperation came highly, and the reason for this is that the Administrative swimming pools prefer to resolve the conflict in an interactive way through the convergence of views and cooperation among themselves, and thus came this method with a high degree, have replaced the phrase No. (6) Ranked first, a high degree,

the phrase has been solved No. (3) In the first rank and a high degree.

– All the phrases style courtesy came (4) phrases highly, and (4) phrases medium degree and the reason for this is that the Administrative swimming pools in this method tends not to hurt the feelings of the disputants, and maintaining relationships between the disputants are good, and considering the occurrence of errors opportunity to learn, and focus on points of agreement rather than disagreement between the opposing parties, the phrase has been solved (8) in the first place to a high degree, the phrase has been solved (9) in the first place and medium degree.

- All the phrases style avoidance came six phrases a high degree, and four phrases a medium degree, and the reason that the Administrative swimming pools in this method do not like friction and conflict realization that this affects in the process of teaching and training, and to achieve the targets set in the plan of the club or organization, has been solved phrase (11) in the first place a high degree, the phrase has been solved (16) in the first place and medium degree.

Second question: What are the trends the administrators of swimming poolsaround organizational climate?

Table (3)
Means and standard deviations of the organizational climate and its dimensions to the administrators of swimming pools

Dimensions	Mean	SD	N phrases	Sort
Organizational Structure	3.14	0.76	6	4
Systems and work procedures	3.23	0.84	5	2
Leadership style	3.21	0.89	8	3
Communication style	3.26	0.94	6	1
Organizational justice	2.98	0.87	8	5
Incentives	2.64	0.92	4	7
Participation in decision-making	2.98	0.93	5	6
TotalQuestionnaire	3.08	0.74	42	-

Table (3) shows that: Communication style has ranked first, and work systems and procedures in second place, and leadership style came in third place, ranked

fourth organizational structure, organizational justice in fifth place, the participation of employees in decision-making sixth, and finally in seventh place incentives.

As for the total organizational climate has reached the mean of 3.08 and standard deviation 0.74,this indicates that the administrators have positive attitudes toward the overall organizational climate,this result is consistent with the result of the study (Hanges&

Others, 2005) which showed that the climate of the staff was a high feasibility in business achievement, This result is consistent with the result of the study (Davidson, 2003), which showed a high level of awareness among workers in the hotel services sector.

Third question: Is there an inverse relationship between organizational climate and organizational conflict for the administrators of swimming pools?

Table (4)
The correlation coefficient between the dimensions of organizational climate and organizational conflict

Dimensions	correlation coefficient
Organizational Structure	-0.46
Systems and work procedures	-0.40
Leadership style	-0.42
Communication style	-0.41
Organizational justice	-0.43
Incentives	-0.48
Participation in decision-making	-0.52

Tabular t value at the 0.05 level of significance = 0.396

Table (3) shows that:There is an inverse relationship between organizational climate and organizational conflict among administrators.

Researcher attribute to theappropriate organizational climateand availableled to the reduction of conflict,in terms of dimensions and management's ability to develop, and interest in the participation of personnel to elevate it, this result is consistent with the result of the study(Ana Ikeda & Others, 2005),this result differs with the result of the study (Chen,2006).

Conclusionsand Recommendations:

- The results indicated that the style of avoidance received a medium degree and the style of cooperation and courtesy received a high degree, therefore, we recommend working on the administrators of swimming pools on how to diagnose the conflict.

-The orientations of the administrators of swimming pools toward organizational climate overall positive, medium. , So we recommend that operate swimming pools departments to assess the organizational climate from time to time, In order to develop the positives and overcome the negatives.

- The results indicated that after the communication style came in first place, and incentives in last place, so we recommend that you do not swimming pools departments focusing on the side of sanctions over by the rewards.

- The results indicated an inverse relationship between organizational climate and organizational conflict among the administrators, so we recommend working to reduce these conflicts by creating the right climate that leads to the rise of the administrators and the coach and the institution.

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