

Organizational Conflict: A Survey Study on the Public Institution for Social Insurance

Naser Almutairi¹ & Shebiab AL-Shammeri¹

¹ Public Authority for Applied Education and Training, Kuwait

Correspondence: Naser Almutairi, Public Authority for Applied Education and training/College of Business Studies, Management Department 104, Street House 67 Abdullah, Mubarak Block 1, Kuwait. E-mail: kww666@yahoo.com

Received: December 10, 2013

Accepted: January 16, 2014

Online Published: January 23, 2014

doi:10.5539/ijbm.v9n2p262

URL: <http://dx.doi.org/10.5539/ijbm.v9n2p262>

Abstract

The aim of this study is to identify the causes of organizational conflict from the point of view of auditors working in the Public Institution for Social Insurance, and their relationship to role ambiguity, organizational climate, work pressures and the commitment of senior management to support and endorse the policies and decisions aimed at developing work and achieving the organizational objectives. A questionnaire has been designed for this purpose, and a suitable sample consisting of seventy-five participants in the total study population has been selected. Following this research descriptive approach causal, as a sampling method was probabilistic, and four hypotheses are included in this study. The first hypothesis is: There is no significant relationship between the lack of clarity of the powers and responsibilities (role ambiguity) and the occurrence of organizational conflict from the viewpoint of the auditors at the Public Institution for Social Insurance. The study results showed a high level of organizational conflict in the Public Institution for Social Insurance from the viewpoint of the auditors in the organization, and the existence of a significant effect for the role of ambiguity, work pressures and the commitment of senior management in an organizational conflict. The results showed a high level of work stress in the sample. The study recommended the importance of increasing the awareness of employees in the organization to the phenomenon of organizational conflict, in order to deal with the issue in a rational way. The study also highlighted the importance of striving to reduce the impact of some of the causes of organizational conflict, especially those related to work pressures, in addition to salaries and bonuses.

Keywords: organizational conflict, organizational culture, role ambiguity, work pressures

1. Introduction

The rapid change, in the technological development phenomenon, and the intensity of competition taking place in business organizations at the present time has led in some way to organizational conflict has received widespread attention by many researchers. Administrative schools vary considerably on the conflict, the traditional schools consider it a serious matter, that reflects the bad phenomenon often infect organizations., in contrast researchers from the modern schools looks to the conflict that is inevitable in various aspects of the life of the organization (Ibazz, 2008; Aboa, 2006) . Others believe that the conflict is necessary, as it is a product of social interaction between individuals (Alhrahsha, 2010); organizational conflict is known to be one of the patterns of social interaction, which arises from a conflict of interest between individuals or groups (Alkharb, 2007). This is also known as a struggle concerning values and the pursuit of prestige and power and limited resources (Shihab, 1998). In a study for, Alkharb (2007) stated that with the increasing forms of conflict, an urgent need arose to properly understand this phenomenon and its causes. The results of one of the studies revealed that administrators spend 20 percent of their time dealing with different forms of conflict (Thomas & Schmidt, 1976). In another study, Meyer (2004) mentioned the importance of researching the subject of organizational conflict, given that most of the situations leading to conflict are not as simple as some people envision. Various factors also fuel the conflict and transform it from a backdoor conflict to an open struggle, expanding its range (Alkharb, 2007). Therefore, this study aims to investigate the causes of organizational conflict and its relationship variables: ambiguity, organizational climate, work pressures, and the commitment of senior management to support and endorse the decisions and policies aimed at developing work and achieving

the institutional goals. The goal is to reach a set of solutions that will reduce the intensity of the conflict and avoid negative impacts and take advantage of its positive aspects. The regulatory environment can comfortably enhance the morale of workers, strengthen the work of the group, and provide access to the highest degree of efficiency and effectiveness in their performance.

This research will also shed light on the causes that have led to organizational conflict in the Public Institution for Social Insurance from the viewpoint of auditors. To achieve the objectives of this research, was distributed to five sections, The first section will present the research methodology and its importance, objectives, problems and research hypotheses, while the second part will review most of the previous studies, which will enable the researcher to study the subject. The third section contains a review of the theoretical concepts of conflict arising from organizational structure, role ambiguity, work pressures, organizational culture, as well as the work and commitment of senior management to support and endorse the decisions and policies to develop the work . The fourth section includes a discussion and analysis of the field results after subjecting the data to statistical treatments, while the fifth section presents the conclusions and recommendations.

2. Research Methodology

2.1 Research Problem

Modern organizations have become obsessed with not only surviving but thriving through keeping pace with the latest developments and manned jumps in business performance, especially with modern technology affixed to the method of doing business. This situation creates continuous friction and constant contact between individuals in different administrative levels, but this communication and interaction often exceeds official working hours. Bringing the individuals in the event of a permanent connection which increased the diversity of incompatibilities and conflicts of interest, and has led to an increase in limited regulatory conflicts. Therefore, this study explores the causes of organizational conflict selected by the auditors of pension insurance at the Public Institution for Social Insurance to identify the causes of organizational conflict from their viewpoint and its relationship with variables such as ambiguity, organizational climate, work pressures, and finally the commitment of senior management to support and endorse the decisions and policies aimed at developing work and achieving the goals of the foundation.

2.2 Research Objectives

The current research aims to achieve the following:

Identify the causes of organizational conflict from the viewpoint of the auditors at the Public Institution for Social Insurance.

Attempt to provide solutions and recommendations that will help decision-makers in the institution to alleviate the limited conflict and avoid its negative effects.

Provide interest to researchers in the field of organizational conflict to identify the causes of organizational conflict and its relationship to the study variables.

2.3 The Importance of Research

This study highlights the importance of the presence of individuals and discourses, which are part of the working environment, making conflict inevitable. Studies have confirmed that organizational conflict is one of the most important areas to which administrative managers attach great importance in the development of administrative programs (Alhrahsha, 2010). In his motivation theory (hygienic factors), Frederick Herzberg explained that the continuation of conflict and its increasing intensity will have a negative impact on individuals, which creates a sense of dissatisfaction and stability is reflected negatively on the organizational climate (Alhrahsha, 2010; Alkharb, 2007) . Many researchers and writers have studies multi-organizational conflict, but their attention has focused on managing organizational conflict and strategies and their relationship with a group of variables such as job satisfaction. However, these studies do not address the causes of organizational conflict and its factors and their relationship variables. These issues deserve to be studied in more detail, as this would facilitate the process of understanding and analyzing the causes of the conflict, thus helping management to deal with this issue in a scientific way.

2.4 Research Variables

The following are the independent variables:

- Role ambiguity.
- Work pressures.

- Organizational climate.
- Senior management's commitment to support and endorse the decisions and policies aimed at developing work.
- The dependent variable is organizational conflict (Y).

2.5 Research Hypotheses

In light of the objective and the default model, the following hypotheses can be formulated:

Hypothesis One: There is no significant relationship between the lack of moral clarity powers and responsibilities (role ambiguity) and the occurrence of organizational conflict from the viewpoint of the auditors at the Public Institution for Social Insurance.

Hypothesis Two: There is no significant moral relationship between organizational climate prevailing in the organization and organizational conflict from the viewpoint of the auditors at the Public Institution for Social Insurance.

Hypothesis Three: There is no significant relationship between the level of work pressures and organizational conflict from the viewpoint of the auditors at the Public Institution for Social Insurance.

Hypothesis Four: There is no significant relationship between the commitment of senior management to support and endorse the decisions and policies aimed at developing work and achieving the goals of the institution and the occurrence of organizational conflict from the viewpoint of the auditors at the Public Institution for Social Insurance.

3. About the Public Institution for Social Insurance

Kuwait began the application of pension systems on January 1, 1955 as part of the employee retirement system in the government. It then released the first independent pension law by Decree Law No. 3 in 1960, which came into force on January 4, 1960. It included civilian and military government officials, followed by a separate law for the pensions and retirement benefits for the military, issued by Decree Law No. 27 in 1961, which was first applied on September 9, 1961. None of the previous regimes implemented an integrated system for social insurance, which covered only a limited aspect of specific categories of government workers recruited in permanent jobs and the military. The law released the first integrated Social Insurance on October 1, 1976. Amiri Law 61 was established in 1976, whereby the Public Institution for Social Insurance decided to take over application of the regime, including:

- Aging and disability insurance, illness and death for civilian workers in the government sector and in the civil sector and oil industry (Part III of the Act) .
- Aging and disability insurance, sickness and death to non-employees and others recorded as self-employed (Part V of the Act)
- Work injury insurance

Old-age insurance and disability, illness and death for civilian workers in the government sector and in the civil sector and oil industry were introduced as of October 1, 1977. The implementation of non- insurance and workers as well as work injury insurance companies was postponed in order to complete the necessary preparations to implement them. On March 1, 1981, aging and disability insurance, sickness and death for the non-working began, including one-third of self-employed workers. The application was optionally begun for a period of five years from the date mentioned, and this insurance has become mandatory as of March 1, 1986. On October 29, 1980, the pension law was passed to military law 69, which includes the Kuwaiti military men of the army, the armed forces, members of the police force and National Guard volunteers, which came into effect on January 3, 1981. The application of this law has been entrusted to the Public Institution for Social Insurance, thus uniting the entity which holds the application of social security laws in Kuwait. Work injury insurance is still provided for in Title IV of the Social Security Act, but its implementation was delayed. Note that all types of medical treatment are guaranteed to all Kuwaitis at no expense. Law No. 11 was also issued in 1988; the application of the social security system is optional for Kuwaiti workers whose employers are not covered by the social insurance law inside and outside of Kuwait, and its application began on October 1, 1988. Then Law No. 128 was issued in 1992, a supplemental insurance system that works with it as of January 1, 1995. The previous statement insurance systems were civilian or military platforms complemented by a supplementary system, which covers the salary elements that do not fall within the concept of salary in the insurance statute. The pension amount is calculated according to special rules (Public Authority for Social Insurance, 2013).

4. Research Sample

A sample of 75 individuals who represent all of the auditors in the Public Institution for Social Insurance was selected.

4.1 Data Collection

The adoption of a questionnaire prepared for this purpose was designed to take advantage of previous studies and build on and strengthen its content. The initial resolution was offered as a group of experts, arbitrators, and professors of management and information systems. Statistics (see Attachment 1) were included for the purpose of expressing the participants' observations, but some of the content has been modified before being distributed in its final form.

5. Previous Studies

Numerous studies have addressed different aspects of the subject of organizational conflict, and this part of the study will review a number of previous studies that have explored the independent variables of the study and its subsidiaries.

Al-Otaibi (2006) study this study reviewed regulatory conflicts and the methods of dealing with a survey of the views of officers of the Directorate General of Passports in Riyadh. The researcher used a descriptive survey in the study, which represented the main resolution tool for this study; it applied to all members of the study population, which numbered 270. The number of questionnaires distributed for statistical analysis was 197. The results reveal that there are no statistically significant differences between the vocabulary of the study population towards the levels, causes and methods of dealing with regulatory conflicts. According to their backgrounds or personal careers, the most important causes of organizational conflict from the perspective of the study population are limited resources. The participants did not specify the power and responsibilities, and they opposed the objectives. The study recommended the importance of raising awareness among workers facing organizational conflict. This can be achieved through the inclusion of courses on this phenomenon, and the distribution of resources, even if they are limited. The resources should include the organizational structure of the district specifically for the responsibilities and powers granted to employees, in order to reduce the causes of conflict, which as a high presence in the district.

Alkharb (2007) study this study explored the conflicts and personal impact on job security: a survey of trends working in the office of the Ministry of Education in Riyadh. The researcher used a descriptive survey design in this study, and data were analyzed using some statistical methods and applied to all members of the study's population (339 employees). Based on the questionnaires received for analysis (319), the study found that the most important cause of personal conflicts from the perspective of the staff of the Ministry of Education is the absence of foundations in the fair distribution of the benefits distribution of physical material.

Alhrahsha (2010) study this study reviewed personal style and its impact on organizational conflict. It included a survey on workers in the free zones of Jordan, and the aim of this study is to measure personal patterns among workers in the Free Zones Corporation of Jordan, and the impact of these patterns on organizational conflict. The statistical package SPSS Statistics was used to perform the statistical analysis for this study, and three hypotheses were included: the existence of a statistically significant effect of individual character style in the Free Zones Corporation of Jordan on the method of the management of organizational conflict. The questionnaire was distributed to the study population of 365 per capita, of which 195 questionnaires were considered valid for analysis. The most important results of the study were the statistically significant differences in organizational conflict management style based on personal style.

Alkelabi, 2009 study this study examined the ambiguity and opposing functional roles. It reviewed and examined their relationship to the results of work in Saudi Arabia, and examined the relationship between ambiguity and work result. The study sample consisted of 175 employees who were working in an enterprise service in the Kingdom of Saudi Arabia, and it included five hypotheses: There is an inverse relationship and correlation between ambiguity and job performance; there is an inverse relationship and correlation between ambiguity and the satisfaction of the immediate supervisor. This study used a questionnaire containing multiple scales for the variables of administrative, regulatory and social. It also used SPSS Statistics for processing resolution data from the community, and included statistical analysis on the frequency distribution of the variables of the study. The arithmetic averages and standard deviations for the variables were extracted in addition to the factor analysis of the role of ambiguity. Results of the study did not show significant relationships between ambiguity and role and the conflict between the employee's performance and satisfaction of the president directing the performance of the employee. The study recommended that managers try to clarify

the tasks and work of their employees, and constantly give them feedback on the level of their production.

Ibazz (2008) study this study focused on the assessment of organizational climate and organizational loyalty in Jordan Telecom. The goal of this research is to identify the organizational climate and organizational loyalty, which prevails at Jordan Telecom. Knowing the nature of their relationship, the study examines the impact of demographic variables on the adoption of organizational loyalty and organizational climate. A questionnaire was designed for this purpose, and a random sample of 280 participants was selected. The descriptive and analytical method was adopted as the research methodology. In addition, the data were processed using descriptive statistics, and by describing characteristics of the study sample using percentages, arithmetic averages, and standard deviations. Results of the research showed that the nature of the organizational climate at Jordan Telecom was generally moderate, and it recommended the need to address the negative aspects of organizational climate.

Mohammed (2006) study this study reviewed the relationship between stress and functional career fatigue and the role of career support in this relationship: a field study applied to workers in the private sector of Kuwait. The aim of this study was to determine the relationship between each of the pressures and functional sense of working career stress and the role of career support in this relationship. The study included a sample of 324 employees in eight Kuwaiti business organizations, which included the study of seven assumptions: the existence of a positive correlation between role ambiguity and the degree of career stress among workers, and a positive correlation between the role of conflict and the degree of career stress among workers. The results of the study showed that an increase in the degree of functional pressures is associated with job stress. Furthermore, an increase in the amount of career support received by workers is associated with a lower degree of functional pressures and the degree of their sense of job stress.

Alnuchen (2003) study this study focused on work pressures and its impact on the decision-making process: a survey on the administrative leadership in a number of security services and civilians in the city of Riyadh. The study aimed at identifying the level of work stress in administrative leadership and the extent their followers were involved in the decision-making process, and identifying the impact of work pressure on the decision-making process. The researcher used descriptive survey, whose approach is to collect data and information on all of the work pressures, and the decision-making processes were described and analyzed. The study population consisted of all administrative leaders and civil subjects in the city of Riyadh, totalling 889 participants; they formed a study sample rate of 50 percent in each of the security services and civil sectors. A random sample was selected and stratified to represent the study population to be studied. A questionnaire was also the primary data collection tool, and the most important results of this study were that work pressures have an effect or statistical significance on following the decision-making process. The impact of work pressures on the decision-making process is also negative, which means that whenever work pressures are increased in administrative leadership, the lower level they practically follow the decision-making process steps. The study recommended the need to identify the burdens of functional administrative leadership, which must be performed on their own (the rest of the work can be delegated). It also identified the need to hold specialized training courses for administrative leaders in order to raise the level of those leaders in the process of reducing work pressures.

Keramati and Azadeh (2007) study this study focused on senior management's commitment to the success of knowledge management in academic institutions: a case study whose purpose was to determine the impact of senior management's commitment to the development of knowledge management in academic institutions. The study sought to answer the following question: How can the commitment of senior management contribute to the development of knowledge management? This question was divided into three sub-questions: Does the senior management's commitment affect the success of knowledge management? What are the elements of the relevant commitment of senior management that affect the success of knowledge management? To what extent does the commitment of senior management influence the knowledge management? This study was conducted as a case study in an academic environment, and data were collected by interviewing several organizations, depending on the variables of senior management's commitment and the success factors of knowledge management. The interview measured the commitment of department heads and their success concerning knowledge management in those areas. The study sample consisted of department heads and two employees from each department. The interview results showed the importance of three elements concerning the commitment of senior management: strategic planning, communication, and training. This study also showed that the impact of compensation and rewarding the success of management knowledge is not strong, as is the case for other factors such as planning strategies and sharing amonites between departments and staff to facilitate the process of knowledge management, which plays an important role for the team. Communication

between senior management and staff is also reflected as a matter of issues concerning the commitment of senior management and their role as a facilitator and organizer.

Meyer (2004) study this study reviewed the regulatory response to the conflict: the future of the conflict and the results of the work. The purpose of this study was to look at the organization's response to the impact of the conflict on the amount and intensity of future conflict and its negative effects on the results of the work. The sample consisted of 3374 individuals, a government employee in one organization provides direct services to customers, and this organization has 10010 employees. The participants were divided into 387 administrative units and offices, and the data were statistically analyzed using SPSS Statistics software. Two variables were used to examine the relationship between the method of managers dealing with conflict and productivity indicators and the rate of the conflict; whenever managers used a type of coercion to deal with the conflict, it led to increased rates of work-related accidents, absenteeism and overtime. The results of this study show that organizational conflict is expensive, and if these conflicts are not resolved, anti-social behaviour, and the tendency of employees towards revenge and violence could emerge.

6. The Theoretical Concepts of the Study Variables

First: Organizational conflict.

Organizational conflict is only a reaction to major pressure that arises because of divergent views and different principles, or as a reaction to being exposed to an individual or organization from pressures aimed to make a positive or negative change in the values and standards of that individual or organization (Aboa, 2006). According to Aladela (1993), behavioural humanitarian conflict is only apparent because of the relationships that arise due to differing views, role conflict, needs and desires, search for power, control or as a result searching for earning physical or moral Benefits) (1995, p. 295). He define organizational conflict as a severe conflict that arises due to differing and conflicting principles within the same organization (1994, p. 158).

From the above, one can see that there is a difference and multiplicity of the definitions adopted by intellectuals and writers in their approach to the concept of organizational conflict. The reason is the presence of many of the entrances to the study of conflict as a social phenomenon, focusing each entrance on the aspects, and also due to the diversity of backgrounds and scientific trends per team.

Despite this disparity, most definitions include some of the most important common features: that the conflict of competitive position is between two conflicting organizational objectives, in which the parties to the conflict are aware of the conflict between them at the time. Each party also desires access to the centre or the authority or power in contravention with the desire of the other party.

Second: Lack of clarity powers and responsibilities (role ambiguity).

This means ignorance and lack of knowledge of the individual role required of an individual or the absence of information limits the authority granted to him/her and not to the knowledge of policies, procedures and business rules in an organization (Alnuchen, 2003). And knows both the House and Rizzo role ambiguity as the inability to predict or respond to an individual's behaviour. There is an absence of clarity of the behavioural requirements that guide and lead behaviour, which reveals that this behaviour is appropriate (House, R., & Rizzo, J., 1972). In addition, role ambiguity in a position arises from the lack of a clear definition of the role itself, or to inform the individual of the role he/she must perform. This results in the individual who leads the role being unable to determine what he/she is expected to accomplish (Szilagyi, 1977).

Third: Organizational climate.

Organizational climate is defined as a set of properties related to the work environment of an organization, which includes the formal organization, the special relations workers, style of organizational communication, prevailing style of supervision, and other organizational factors that can be recognized by the members of the organization, which affects their behaviour (Abu Sheikha, 2005). Organizational climate can also be defined as the general impression formed by the members of the organization according to the mutual reactions between them and the organization on work environment variables such as the philosophy of senior management, the methods of performance evaluation, and the distribution of incentives (Ekvall, Goran, Ryhammar & Lars, 1999).

The intensification of competition between the organizations and the trend towards globalization highlight the importance of providing a regulatory climate appropriate to meet these challenges (Ibazd, 2008). The individual in the organization lives in a management environment that requires interaction and communication with others, as it is exposed during work hours for many situations and conditions that contribute to shaping behaviour and trends. Therefore, the lack of an appropriate regulatory environment for personnel in the organization contributes to the formation of negative feelings against the organization which leads to the emergence of

organizational conflict within the work environment.

Fourth: Work pressures.

Despite the multiple sources of pressure and diversity of the work remains one of the most important of these sources and the most serious, where you know the pressures of work as a negative reflection harmful to human health, psychological and organic, as a result of increasing demands in the work environment which exceed the capacity of the person to give often. Also known as the impact of the individual's internal results from the interplay between the compressive strength and personal components, and may lead to physical or mental disorders or behavioral has to driven the deviation from normal functioning, or may lead to stimulated and to improve performance (Mohammed, 1992, p. 74).

Work pressures are known to be the subjective experience of the individual, occurring as a result of the same factors affecting the individual, or in the environment in which he/she operates; the consequences of these factors are physical effects, or psychological or behavioural problems for the individual, thus affecting the individual's work performance. This requires the treatment and management of these effects in a sound manner (Hijan, 1999). According to these definitions, increasing the degree of work pressure will create a state of boredom or boredom accompanied by a sense of job stress (Alkharb, 2007). This in turn contributes to creating a state of tension and conflict within the organization, as a result of the reaction to exercising a lot of pressure on the part of superiors, colleagues, or a sense of group imbalance between job requirements and the Individuals ability to give.

Fifth: The commitment of senior management.

This involves accepting the company's manager or head of the department to fulfil his/her responsibilities concerning the successful implementation of the business plan. This requires these individuals to engage with employees in various administrative levels in the organization; they must also add their experience and talents which enabled them to become president, to successfully fulfil the objectives of the organization, and work to resolve the problems faced. The commitment of senior management includes a number of activities such as caring for the quality and value of the communication process conducted by the management, and promoting messages and meetings with the workforce in the organization, as well as the training of personnel and the provision of necessary facilities to achieve the vision and mission of the organization (Keremati & Azadeh, 2007).

Therefore, the commitment of senior management to support and implement the decisions aimed at business development and achievement of the organizational objectives is one of the most important factors that will help the organization succeed and increase its competitiveness. In turn, this will reduce organization commitment to the implementation of its vision and achieve its objectives and thus lower the support provided to their employees. This commitment must be reflected directly on the regulatory systems of these workers and their ability to withstand the functional pressure and adapt to the working environment, which in turn paves the emergence of organizational conflict in the organization.

6.1 Discussion of the Results, Analysis and Testing Hypotheses

This study will test the effect of the variables of ambiguity, organizational climate, work pressures, and the commitment of senior management to support policies aimed at developing work and achieving the goals of the institution. The dependent variable is organizational conflict, the analysis of which will include simple linear regression that calculates the value of t, also we will test the effect of more than one independent variable at the same time in the dependent variable (Y) using linear regression and cross-sectional analysis, which will be calculated, (F test statistic).

The consistency and credibility will be tested using Cronbach's alpha.

Table 1. Stability test results according to the alpha method for the variables of the study

Variables	Alpha
Variable one X1	0.802
Variable two X2	0.712
Variable three X3	0.677
Variable four X4	0.652
Variable (Y)	0.622
All variables	0.793

Note: The above table shows that the coefficient alpha fulfils the purposes of the study because it is higher than the acceptable minimum of 60 percent to the overall reliability coefficient of 0.793. This refers to an internal consistency between paragraphs of the resolution and the absence of conflict of the sample answers.

6.2 Satiability of the Study

To ensure the Satiability of the questionnaire it was presented to a group of administrators and PhD legal professionals at the Public Authority for Applied Education (Business Studies). The researcher then took to modify some of the language until the questionnaire became finalized.

Results of the statistical analysis of the demographic characteristics of the study sample. The following are the results of the statistical analysis of the demographic characteristics of the study sample involving sex and age.

Table 2. Distribution of sample by gender

Variables	Iteration	Percentage
Male	48	64 %
Female	27	36 %
Total	75	100 %

Note: The above table shows that the proportion of males is almost twice the proportion of females, which reflects the nature of the work of the auditors where males represent the majority of the occupants of this career. However, this trend appears to have changed in recent times.

Table 3. Distribution of sample by age

Variables (age)	Iteration	Percentage
25-35	16	21.3 %
36-45	36	48 %
46-55	23	30.7 %
Total	75	100 %

Note: The above table shows that most of the sample participants are aged between 36 and 45 years, followed by the age group that lies between 46 and 55, and finally the age group between 25 and 35 years. This reflects the nature and function of auditors, who require experience. Therefore, it is natural that the majority of the occupants of this functional middle-age group varies between 36 and 45 years old.

Results of the descriptive statistical analysis of the independent variables of the study and subsidiaries.

Table 4. Results of the descriptive statistical analysis of the variables of the study

REF.	Statement	Arithmetic mean	Standard deviation	Low
X1	Role Ambiguity	2.73	1.3	Low
Q3	The tasks and objectives of the work I do are not clear	2.8	1.4	Low
Q4	They assign me multiple tasks to perform requiring various functions and responsibilities at the same time	3.8	1.00	High
Q5	It is not clear who is directly responsible for my work in the section that I work in	2.38	1.32	Low
Q6	I don't have the adequate authority to carry out the responsibilities assigned to me	2.80	1.15	Low
Q7	I cannot see that there is a relationship between my work and the goals of the institution	2.67	1.13	Low
X2	Organizational Climate	3.35	1.05	High
Q8	I feel that my superiors treat me humanely	3.24	1.13	High
Q9	We can directly contact the president and discuss with him the problems we face	3.46	1.00	High
Q10	I have a great opportunity to form close friendships at work	3.3	1.10	High
Q11	I feel dissatisfaction with the nature of the relationships prevailing among workers	3.80	0.77	High
Q12	The salary I receive does not force me to look for another job	1.90	1.11	Low
Q13	I care a lot about the positive reputation of the institution	4.33	0.95	High
Q14	The president allows us direct participation in decisions and work the way we see fit	2.88	1.28	Low
Q15	I see that there is a focus on the principle of merit in promotions and bonuses	2.43	1.35	Low
X3	Work Pressures	3.46	1.00	High
Q16	I am always forced to take some work with me at the end of the day and during vacations	2.35	1.15	Low
Q17	The tasks I am asked to perform have become increasingly complex with the passage of time	3.84	1.00	High
Q18	The decisions I make affect the interests of others around me	3.32	1.11	High
Q19	What is expected for me to do for the institution is more than I can handle	2.74	1.21	Low
Q20	I cannot take any time to rest during working hours	4.00	0.92	High
Q21	There is no opportunity for me to be promoted in the organization where I work	3.37	1.10	High
Q22	I do my utmost in my work to the extent that it has become stressful	4.31	0.83	High
X4	Commitment to Management	2.83	1.18	Low
Q23	I know clearly the vision and mission of the institution where I work and I see that the administration is committed to it	3.08	1.06	High
Q24	The Enterprise Manager is working to provide whatever it takes to get the job done and achieve the goals of the institution	3.08	1.06	High
Q25	The system of bonuses and rewards in the organization is fair and objective	2.20	1.19	Low
Q26	The communication system in the enterprise allows communication between employees of all levels	2.85	1.21	Low
Y	Organizational Conflict	3.43	1.02	High
Q27	Tension arises between auditors who have disagreements about work	3.62	0.94	High
Q28	It shows a lack of compatibility between the president and the auditors about the performance of functional tasks	3.83	1.00	High
Q29	Auditors do not understand the attitudes and perspectives of each other	3.05	1.23	High
Q30	Auditors hide their dissatisfaction with each other	3.32	1.10	High

The above table shows that the results of the descriptive analysis for role ambiguity refer to the lower class. The overall response of individuals towards this variable was average (2.73), which also notes a high degree approval : Q4: They assign me multiple tasks to perform requiring various functions and responsibilities at the same time, while there is an observed decrease in the average response of the sample towards the following paragraphs Q3: It is not clear who is directly responsible for my work in the section that I work in, and the average response of individuals towards it (2.8): Q5: It is not clear who is directly responsible for my work in the section that I work in, whose averaged response towards it (2.38): Q6: I don't have the adequate authority to carry out the responsibilities assigned to me; the average response of individuals about this phrase is (2.8): Q7: I cannot see that there is a relationship between my work and the goals of the institution, with an averaged response of (2.67). This means that there is a lack of agreement among the members of the sample towards those statements.

On the other hand, the decline in average total response of the sample towards role ambiguity indicates that there is clarity of the auditors in the Public Institution for Social Insurance from the standpoint of the direction of what they are doing in their roles, and understanding the goals and tasks of the work assigned to them. However, the increase in the average response that discusses assigning various tasks and responsibilities at the same time indicates that despite the adoption of workers clearly understanding the roles assigned to them, this definition is associated with doing more than one role or mission at the same time.

Table 4 also reveals that the results of the analysis descriptive statistics for the independent variable of regulatory climate indicates a high overall response of individuals to this variable, the average response (3.35) also reveals a low degree of approval for each of the following statements: Q12: The salary I receive does not force me to look for another job, with an average of (1.90), and Q14: The president allows us direct participation in decisions and work the way we see fit, with an average of (2.88) and Q15: I see that there is a focus on the principle of merit in promotions and bonuses, with an average of (2.43). There was a rise in the average response of individuals for the remaining questions, with the following results: Q8: I feel that my superiors treat me humanely, with a join average of (3.24), and paragraph Q9: We can directly contact the president and discuss with him the problems we face, whose average response was (3.46), and Q10: I have a great opportunity to form close friendships at work (3.31) Q11: I feel dissatisfaction with the nature of the relationships prevailing among workers, whose average was (3.80). Finally, Q13: I care a lot about the positive reputation of the institution, with an average response of (4.33). Therefore, the overall increase in the average response towards the organizational climate, especially those that refer to the president dealing humanely with workers, and the possibility of working directly with those responsible for them, the opportunity to develop friendly relationships among workers, and the great interest shown by workers in the reputation of the institution. All of these factors promote the alleviation of organizational conflict within the organization. On the other hand, the decline of the average response singled out the questions relating to the consent of employees for the salaries that they receive, and the availability of the president to allow them to directly participate in decisions. It focuses on the principle of merit in promotions and bonuses, whose index is the need to manage these rational aspects within an organization, so its won't turn to be an entrance to increase the high level of organizational conflict above the desired level.

Table 4 also shows a high total score for the response of the sample towards the third independent variable: It is the work pressures, whose average is (3.42). As can be seen, a low degree of approval was received for each of the following questions: Q16: I am always forced to take some work with me at the end of the day and during vacations, with an average of (2.35), and Q19: What is expected for me to do for the institution is more than I can handle, with an average of (2.74). For the following questions Q17: the tasks I am asked to perform have become increasingly complex with the passage of time, with an average response of (3.84), Q18: What are the decisions that affect the interests of others around me, with an average of (3.32), Q20: I cannot take any time to rest during working hours, with an average of (4.00), Q21: There is no opportunity for me to be promoted in the organization where I work, with an average response of (3.37), Q22: I do the utmost to my abilities in my work to the extent that it has become stressful, with an average response of (4.31), which indicates a rise in the average response of the sample. However, the average level of the overall response to work pressures refers to the high level of work pressure within the organization, according to the study sample. This in turn is an important factor in the rising rate of organizational conflict within the organization.

The results of the descriptive statistics analysis in Table 4 also show that for the fourth independent variable: senior management's commitment towards the support and endorsement of the policies and decisions aimed at developing work and achieving the objectives of the organization, indicate a low total degree of response. The average of (2.83) also reveals a high degree of approval for each of the following questions: Q23: I know clearly

the vision and mission of the institution which I work and I see that the administration is committed to it, with an average response of (3.08), Q24: The Enterprise Manager is working to provide whatever it takes to get the job done and achieve the goals of the institution, with an average of (3.08). On the other hand, a lower average response of individuals was noted for the following questions: Q25: The system of bonuses and rewards in the organization is fair and objective, with an average response of (2.2), Q26: The communication system in the enterprise allows communication between employees of all levels, reaching an average of (2.85). However, the lower average total response about senior management's commitment to support and endorse the policies and decisions aimed at business development and the achievement of the goals of the institution, specifically those relating to the system of bonuses and rewards, and communication system in the enterprise, encourage a high level of organizational conflict in the organization.

The results of the descriptive statistics analysis for the variable of organizational conflict refer to the total score for the response of the sample, the average of which is (3.42). An elevated level of response was also noted for the four questions used to measure this variable; Q27: Tension arises between auditors who have disagreements about work (3.62), while Q28: It shows a lack of compatibility between the presidents and the auditors about the performance of functional tasks and functions, resulting in an average of (3.83). For Q29: Auditors do not understand the attitudes and perspectives of each average response (3.05) and Q30: Auditors hide their dissatisfaction with each other, the average was (3.32). On the other hand, the average overall response to organizational conflict refers to the high level of organizational conflict within the organization.

6.3 Results Test Hypotheses of the Study

The following are the results of testing hypotheses for relations and susceptibilities correlation between the independent variables and subsidiaries, as follows:

The first hypothesis (H01): There is no statistically significant relationship between the occurrence of role ambiguity and organizational conflict with the auditors in the General Organization for Social Insurance.

Table 5. Results of the first test the hypothesis

Sig	Calculated T	Indexed T	R	R2	B	Resolution Statistical
0.00	4.218	1.96	0.581	0.2929	1.967	Reject H01

Notes from the above table there is a significant effect of role ambiguity in organizational conflict, based to test the theory of zero here, which states reject H01 if (Sig) is less than $\alpha = 0.05$, as it show her the T calculated is greater than T spreadsheet also noted that there is a strong correlation between role ambiguity and organizational conflict where the correlation coefficient $R = 58\%$ and the proportion of the interpretation of the independent variable which is the role of ambiguity of the variance in the organizational conflict amounted to $R^2 = 0.303$, and this indicates a decline in the explanatory power of role ambiguity, also notes that the tendency equation was 1.967 and this means that the relationship between role ambiguity and organizational conflict is a positive correlation to change the role ambiguity or lack of clarity in the powers and responsibilities of one unit will lead to increased organizational conflict by (1.967). And this result can be explained by the individual's needs and desires of the variety in the case of the interaction of the individual with a boss or colleague, will generate this reaction to a misunderstanding of the role that should be done. When different views and expectations between the individual and his work or his foundation, this will lead to the frustration of the individual and the high rate of organizational conflict within the organization (Alkelabi, 2009)

The second hypothesis (H02): There is no statistically significant relationship between organizational climate and organizational conflict between the auditors at the General Organization for Social Insurance.

Table 6. The results of choosing the second hypothesis

Sig	CalculatedT	Indexed T	R	R2	B	Resolution Statistical
0.001	3.168	1.96	0.56	0.298	1.79	Reject H02

Notes from the above table that there is a significant effect of organizational climate in organizational conflict, based to test the theory of zero here, which states reject H02 if (Sig) is less than $\alpha = 0.05$, as it show her the T calculated is greater than T spreadsheet also noted that the correlation coefficient between Organizational

climate and organizational conflict was (0.56), and also noted that the ratio of the interpretation of the independent variable of organizational climate variation or change in the level of organizational conflict amounted to (0.298), and this indicates a decline Explanatory power to the pressures of work, also notes that the tendency equation was (1.79) This means that the relationship between Organizational climate and organizational conflict is a direct correlation, and this means that the change in the pressures of work and the unity of one will lead to increased conflict by (1.79)., The success of organizations depends on a number of variables, the most important of the organizational climate that plays an essential role in the formation of individual and organizational behavior within organizations, therefore If the individual's have developed a negative feelings against the organization he work for, this leads to poor performance and loyalty and his Daffiest to work, and therefore more likely to organizational conflict within the organization, and in return, if what he has formed positive feelings as a result of organizational climate, this undoubtedly contributes to the high performance of the individual and his loyalty and automotive to work, which lead to the increase the rate of organizational conflict within the organization (Ibazzd, 2008)

The third hypothesis (H03): There is no statistically significant relationship between work stress and the occurrence of organizational conflict with the auditors in the General Organization for Social Insurance.

Table 7. The results of the third test the hypothesis

Sig	CalculatedT	Indexed T	R	R2	B	Resolution Statistical
0.001	3.494	1.96	0.50	0.25	1.2	Reject H03

Notes from the above table that there is a significant effect of work stress in organizational conflict on the based to test the theory of zero here, which states reject H03 if (Sig) is less than $\alpha = 0.05$, as it show her the T calculated is greater than T spreadsheet also noted that the correlation coefficient between The pressures of work and organizational conflict was (0.50), and also noted that the ratio of the interpretation of the independent variable pressure Work for change or variation in the level of organizational conflict amounted to (0.25), and this indicates a decline Explanatory power to the pressures of work, also notes that the tendency equation was (1.2) This means that the relationship between The pressures of work and organizational conflict appointed a positive relationship, and this means that the change in the pressures of work and the unity of one will lead to increased conflict by (1.2). This can be explained by the pressures that can lead to malfunction of both the individual and the organization, it is agreed that when he raised the stress response of the individual strong and frequently not able to confront it shows the negative side of the pressure (Alnuchen, 2003)) may be in the form of conflict regulatory within the organization, and from this standpoint, the results of the pressure is not limited effects on the individual alone, but extends to the organization as well, the results of behavioural pressures of work, which is more pronounced than psychological consequences, absent work and delay him, and absent-mindedness and tendency to fall in accidents, assault individuals and resentment all play a major role in the emergence of organizational conflict within the organization .

Fourth hypothesis (H04): There is no significant relationship between the moral commitment of senior management to support and support policies aimed at the development of Work and achieve the goals of the institution and between the occurrence of organizational conflict with regulatory auditors in the General Organization for Social Insurance

Table 8. The results of the fourth test the hypothesis

Sig	CalculatedT	Indexed T	R	R2	B	Resolution Statistical
0.039	2.131	1.96	0.35	0.096	0.98	Reject H04

Notes from the above table that there is a significant effect of work stress in the commitment of senior management to support and support policies aimed at developing work and achieve the goals of the institution and between the occurrence of organizational conflict, according to the base of the null hypothesis here, which states reject the null hypothesis H0 if (Sig) less of $\alpha = 0.05$, as can be seen that T calculated is greater than T spreadsheet, also notes that the correlation coefficient between the commitment of senior management and organizational conflict was (0.35), and also noted that the ratio of the interpretation of the commitment of the top management of the variance or change in the level of organizational conflict reached (0.096), and this

indicates a decline in the explanatory power of the commitment of senior management, also noted that the tendency equation was (0.98) this means that the relationship between the commitment of senior management and organizational conflict is a direct correlation, and this means that the change in senior management commitment to the unity of one will lead to increased conflict by (0.98).

7. Results and Recommendations

7.1 Results

- The results of the statistical analysis showed a high level of organizational conflict in the Social Insurance Institution from the viewpoint of auditors, whose average overall response to organizational conflict was 3.36.
- The results showed a significant effect for role ambiguity, work stress, organizational climate, and the commitment of senior management to support and endorse the policies and decision-making aimed at developing work and achieving the objectives of the institution concerning organizational conflict from the viewpoint of the auditors in the Public Institution for Social Insurance. The answers of the respondents show that there is almost complete unanimity by the auditors included in the study sample; they do not feel good about the salaries that they receive, reaching an average response of 1.8 when asked if the salary I receive is high enough that I am not forced to look for another job (1.8).
- The results also showed a high level of work stress for auditors in the Public Authority for Social Insurance. The dimensions of the work pressures results indicate an increased burden of the role and responsibility towards others, as well as the auditors' inability to take the time to rest during working hours, as well as work stress, and the lack of opportunity for promotion are the main factors causing work pressures.
- It is clear from the answers of the respondents that they believed that the auditors know clearly the vision and mission of the institution in which they work, and they see that senior management is committed to them.
- The sample also believes that the communication system in place in the organization does not allow communication between employees of all levels.

7.2 Recommendations

Based on the results of the analysis of the study and after reviewing the literature and previous studies the following recommendations have been reached:

- Increase the awareness of the auditors at the Public Institution for Social Insurance concerning the phenomenon of organizational conflict, in coordination with the competent authorities, reveals the importance of this subject, dealing with the issue in a rational and correct way, and taking advantage of it to increase the effectiveness of the organization.
- Work on the administration to intervene when organizational conflict occurs to reduce it to the desired level.
- Make repairs and adjustments to the wages and salaries system in place in the organization to fit as much as possible with the prevailing economic conditions, as well as to ensure that the system of bonuses and rewards is just and objective.
- Try to minimize the impact of some of the causes of organizational conflict, especially those related to work pressures by minimizing the burden of the role entrusted to the auditors, and allocating enough time for employees to rest during working hours.
- Activate the communication system in place in the organization, and ensure that the process of communication between all employees from all levels of management is readily and easily accessible, thus enabling them to complete their work quickly and effectively.

References

- Aboa, Z. M. (2006). *Recent trends in administrative organizations* (1st ed.). Amman-Jordan: Dar alshorouq Publishing.
- Abu Sheikha, N. A. (2005). The regulatory climate and its relationship to personal and functional variables: a field study comparison between the public and private sectors Jordanians. *Journal of King Abdulaziz University: Economics and Management*, 19(2), 3–73 .
- Aladela, N. M. (1993). The Department of Organizational Behavior. Riyadh-Saudi Arabia: Maram fo relectronic

printing .

- Alhrahsha, M. A. (2010). Personal style and its impact on organizational conflict survey of workers in the Jordanian Free Zones Corporation. *University of Sharjah Journal of Humanities and Social Sciences*, 7(2), 241
- Alkelabi, S. B. (2009). Ambiguity and opposes the functional roles of the review and examination of their relationship to the results of the work. *Arab Journal of Administrative Sciences*, 15(2), 259–283.
- Alkharb, M. B. (2007). *Personal conflicts and their impact on job security: a survey of trends in the office workers and the overalls of Education in Riyadh*. Riyadh.Unpublished Master Thesis Naif Arab University for Security Sciences.
- Alnuchen, A. B. (2003). *The pressures of work and its impact on the decision-making process: a survey on the administrative leadership in a number of security services and civilian in the city of Riyadh*. Unpublished MA Thesis, Naif Arab Academy for Security Sciences.
- Al-Otaibi, T. I. (2006). *Organizational conflicts and methods of dealing with it: d his head to survey the views of the officers of the Directorate General of Passports in Riyadh*. Unpublished MA Thesis, Naif Arab University for Security Sciences.
- Ekvall, G., Ryhammar, L. (1999). The Creative Climate :Its Determinants and Effects of Swedish University. *Creativity Research Journal*, 12(4), 303–331. http://dx.doi.org/10.1207/s15326934crj1204_8
- Hijan, A. R. (1999). The entrance of creative problem-solving. Riyadh-Saudi Arabia: Naif Arab Academy for Security Sciences.
- House, R., & Rizzo, J. (1972). Role Conflict and Ambiguity as Critical Variables in a Model of Organizational Behavior. *Organizational Behavior and Human Performance*, 7, 467–505. [http://dx.doi.org/10.1016/0030-5073\(72\)90030-X](http://dx.doi.org/10.1016/0030-5073(72)90030-X)
- Ibazz, R. A. (2008). Establish the regulatory climate in jordan telecom. *Arab journal of Administrative Sciences*, 15(1), 67–88.
- Keramati, A., & Azadeh, M. A. (2007). Exploring the effects of Top Managements commitment on Knowledge Success in Academia: A case study. *World Academy of Science, Engineering and Technology*, 27.
- Meyer, S. (2004). Organizational Response to conflict and outcomes. *National Association of Social Workers*, 28(3), 211–314.
- Mohammed, A. H. (2006). The relationship between the pressure functional and fatigue career and the role of career support in this relationship: a field study applied to workers in the private sector in Kuwait. *Arab Journal of Administrative Sciences*, 13(3), 285–303.
- Public Authority for Social Insurance. (2013). Retrieved from <http://www.pifss.gov.kw>: www.pifss.gov.kw
- Shihab, I. B. (1998). *Glossary of Public Administration* (1st ed.). Beirut-Lebanon: Alresala Printing, Publishing and Distribution Institution.
- Szilagyi, A. (1977). An Empirical Test of Causal inference Between Role performance and Organizational Level. *Personnel Psychology*, 375–388. <http://dx.doi.org/10.1111/j.1744-6570.1977.tb00430.x>
- Thomas. K. W., & Schmidt, W. H. (1976). A survey of Managerial Interests with Respect to Conflict. *Academy of Management Journal*, 215–318.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/3.0/>).