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**In pursuit of a Master's degree (Academic)
In "Human resources management"**

**The influence of organizational conflict on employees
performance and their ability to accomplish tasks within the
Enterprise**

**Case study: The Production Department at Sonatrach, Regional
Directorate (Gassi Touil)**

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Abstract

in goals, interests, and perceptions between employees and management. This study aims to explore the influence of organizational conflict on two main outcomes: employee performance and task execution efficiency. To achieve this, we adopted a quantitative methodology based on documentary analysis, direct observation, and a structured questionnaire administered and distributed to 70 employees within the Production Department at Sonatrach, Gassi Touil. The questionnaire was designed around four key dimensions which are: types of conflict, conflict management strategies, employee performance, and task execution efficiency. The results show that relationship conflict had a mostly negative impact on performance, while task and process conflicts, when present at moderate levels and managed properly, were found to enhance innovation and team collaboration. Furthermore, conflict management strategies such as confrontation and compromise were the most effective in improving both employee performance and task execution. On the contrary, unmanaged conflict or reliance on avoidance strategies was associated with low productivity and deteriorated work relationships. These findings suggest that understanding the nature of conflict and applying suitable management strategies can mitigate negative outcomes and transform organizational conflict into a constructive force.

Keywords: Organizational Conflict, employee performance, task accomplishment, influence, workplace disputes.

RÉSUMÉ

Dans les objectifs, les intérêts et les perceptions entre les employés et le management, les conflits organisationnels apparaissent comme des phénomènes inévitables au sein des entreprises. La présente étude vise à analyser leur influence sur la performance des employés ainsi que sur l'efficacité d'exécution des tâches. Pour ce faire, une méthodologie quantitative a été adoptée, reposant sur l'analyse documentaire, l'observation directe et un questionnaire structuré mené et distribué à 70 employés auprès du département de production de Sonatrach à Gassi Touil. Le questionnaire a porté sur plusieurs dimensions essentielles, notamment les types de conflits, les stratégies de gestion adoptées, la performance du personnel et l'efficacité dans l'exécution des tâches. Les résultats ont révélé que les conflits relationnels ont eu un impact majoritairement négatif sur la performance, tandis que les conflits liés aux tâches et aux processus, lorsqu'ils sont présents à un niveau modéré et bien gérés, ont favorisé l'innovation et la collaboration entre collègues. Par ailleurs, les stratégies de gestion fondées sur la confrontation et le compromis se sont avérées les plus efficaces pour améliorer à la fois la performance et l'exécution des tâches. En revanche, l'absence de gestion ou le recours à des stratégies d'évitement ont été associés à une baisse de productivité et à une détérioration des relations professionnelles. Ces résultats mettent en évidence l'importance de comprendre la nature des conflits organisationnels et d'appliquer des approches de gestion appropriées afin d'en limiter les effets négatifs et d'en faire un levier de développement.

Mots-clés : conflits, performance des employés, accomplissement des tâches, influence, conflicts en milieu professionnel.

ملخص

تنشأ النزاعات التنظيمية كنتيجة حتمية لاختلاف الأهداف، المصالح، والتصورات بين الموظفين والإدارة داخل المؤسسات. تهدف هذه الدراسة إلى تحليل تأثير هذه النزاعات على أداء الموظفين وكفاءتهم في تنفيذ المهام. ولتحقيق ذلك، تم اعتماد منهجية كمية استندت إلى التحليل الوثائقي، والملاحظة المباشرة، واستبيان مُنظَّم تم توزيعه على 70 موظفاً على مستوى مديرية الإنتاج بسوناطراك في منطقة قاسي الطويل. وقد شمل الاستبيان عدة أبعاد أساسية، من بينها أنواع النزاع، استراتيجيات إدارته، أداء الموظف، وفعالية تنفيذ المهام. أظهرت النتائج أن النزاع العلاقتي كان له تأثير سلبي في الغالب على الأداء، بينما ساهم كل من صراعي المهام والعمليات – عندما يوجدان بمستويات معتدلة ويتم التعامل معهما بشكل جيد – في تعزيز الابتكار والتعاون بين الزملاء. كما بيّنت الدراسة أن استراتيجيات إدارة النزاع القائمة على المواجهة والحلول التوافقية كانت الأنجع في تحسين الأداء وتنفيذ المهام. في المقابل، ارتبط غياب إدارة فعالة للنزاع أو الاعتماد على استراتيجيات التجنّب بانخفاض الإنتاجية وتدهور العلاقات المهنية. وتؤكد هذه النتائج على أهمية فهم طبيعة النزاعات التنظيمية وتطبيق أساليب إدارة مناسبة من أجل الحد من أثارها السلبية وتحويلها إلى قوة دافعة للتطوير.

الكلمات المفتاحية: النزاعات، أداء الموظفين، إنجاز المهام، تأثير، النزاعات في بيئة العمل.

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General Introduction

Business management stands as the cornerstone for ensuring organizational stability and growth amid rapid economic and technological changes. In a world marked by complexity and competitiveness, there is a pressing need to adopt strategic methodologies for efficient resource management. Among the most prominent of these is **human resource management**, which focuses on refining individual and collective capabilities and balancing organizational goals with employee aspirations. At the heart of this framework lies the role of **human resource management**, which contributes to building a work environment that fosters positive interactions among individuals through effective communication channels, motivational incentive systems, and opportunities for professional development. However, these daily interactions—whether in the context of meetings, task distribution, or even informal dialogues—can become arenas for divergent opinions and perspectives, particularly given the diversity of cultural and intellectual backgrounds among employees.

Thus, the phenomenon of **organizational conflict** emerges as a natural challenge resulting from the interplay of human and professional factors. Conflicts may arise due to conflicting priorities between management and employees, misinterpretation of directives, or competition for limited resources. Recent local reports issued by the Algerian National Office of Statistics (2023) indicate that 42% of Algerian employees reported an impact on their productivity due to organizational conflicts over the past three years, while a study conducted by the Ministry of Labor and Employment (2022) showed that 35% of voluntary resignations in the public and private sectors were linked to tense work environments resulting from unmanaged conflicts. Although conflict is considered a potential driver of creativity and **improved performance** if managed intelligently, neglecting its management – as the data shows – can turn it into a seed for organizational disarray, low morale, and declining productivity. Therefore, dealing with conflicts in the workplace requires an integration between the vision of **business management** and the flexibility of **human resources management**. Organizations must establish clear policies for managing **organizational conflicts** based on effective dialogue, constructive negotiations, mediation, and systematic problem-solving methods. Wise organizational conflict management not only helps mitigate negative consequences but also strengthens professional relationships and fosters a more harmonious work environment. To achieve this, leaders and managers must develop their conflict management skills and create mechanisms for early detection and resolution of conflicts before they escalate and transform them into opportunities to enhance mutual trust, build cohesive work teams, and drive developed performance.

This study aims to shed light on the impact of organizational conflict on employee performance and their ability to efficiently accomplish assigned tasks. It also seeks to analyze the factors contributing to workplace conflicts and determine their effects on productivity and job satisfaction. Additionally, the study explores various approaches and strategies that organizations can adopt to mitigate the negative consequences of organizational conflict and promote a more stable work environment.

To obtain accurate results, the study employs a methodology that combines theoretical analysis and field research. On one hand, it reviews previous literature on organizational conflict and its effects on job performance. On the other hand, the study includes case analyses and surveys to assess the impact of organizational conflicts on performance within the organization under study.

This topic is gaining increasing importance in the modern workplace, where organizational conflict has become a daily reality affecting various aspects of professional life

The significance of this study lies in providing a comprehensive perspective on how to address conflicts within institutions—not only from a managerial standpoint but also from a human-centered approach that considers the effects of conflict on employees, their motivation, and their performance. Through this, the study aims to offer practical and applicable recommendations to help organizations develop more efficient and effective mechanisms for managing organizational conflicts.

Through this study, we hope to make a scientific and practical contribution that helps organizations recognize the significance of organizational conflict—not just as an obstacle to be resolved, but also as a factor that can directly impact employee efficiency and the achievement of organizational goals effectively and sustainably.

The choice of this topic was not random, Among the factors that motivated us to choose it are the following:

- The topic is worth studying as it aligns with our specialization in Human Resources Management.
- Personal interest and eagerness to gain deeper knowledge on the subject due to its richness, and Providing us with the opportunity to gain in-depth knowledge of the nature of organizational conflicts, their causes, and their various effects on job performance, allowing us to offer practical recommendations that help organizations mitigate the negative consequences of conflicts and foster a more stable work environment.

- The severity of the phenomenon, given its negative effects on both the individual and the organization.

The objective of our research is to answer the following problematic:

does organizational conflict effect employees performance and their ability to accomplish their tasks?

To answer our research problematic and validate our hypotheses, we will conduct a literature review alongside a 15-days field study based on data analysis in the production department of Sonatrach, Regional Directorate (Gassi Touil). We will carry out a qualitative study based on document analysis, observation, interviews, and questionnaires to measure the impact of organizational conflict on employees performance and their ability to carry out their tasks. Based on our findings, we will provide recommendations to improve organizational conflict management strategies in work environment

This work is divided into three chapters, The first chapter will discuss the theoretical framework, presenting literature review covering previous studies related to our research topic, along with an introduction to organizational conflict and employee performance, including fundamental concepts of professional conflicts and their management approaches. Then, The second chapter we have two sections, the first one will focus on the research methodology, outlining the approach used, data collection tools, and analysis methods. In the second section of this chapter, we will provide an overview of the studied organization. Finally, the last chapter will present the obtained results, followed by recommendations and suggestions for improving conflict management strategies within organizations to ensure a more stable and productive work environment.

CHAPTER 01: INTRODUCTION TO ORGANIZATIONAL CONFLICT AND EMPLOYEE'S PERFORMANCE

Introduction:

Through this chapter, we will present a theoretical framework on conflict management and employee performance. It is divided into two sections.

In the first section, we will focus on previous studies related to our topic. This part will be divided into two subsections: the first will cover previous Arabic studies, while the second will examine foreign research that has addressed the relationship between conflict management and employee performance.

In the second section, we will examine the theoretical framework of the two main variables of our study: conflict management and employee performance. Regarding conflict management, we will address in general the definition of conflict and the organizational conflict, its characteristics, forms, causes, types and levels. Then, concerning employee performance, we gave the definition of employee's performance, the importance, the factors effecting it, and the impact of organizational conflict on employee's behavior and performance.

1. Previous studies:

Below, we highlight the most important previous studies that contribute to enriching the research topic and through which we gain a deeper understanding of the specific variables of the study.

1.1.Previous Arabic studies:

A study by (Abkar, Abkar, & Al-maswar, 2021) titled "The Impact of Organizational Conflict on Employee Job Performance: An Applied Study on the Civil Service Bureau in North Kordofan State". This is an **article** published in the Journal of Management and Economics Research, Volume 2, Issue 1, pp. 14-34, 2021. The study aimed to examine the relationship between organizational conflict and job performance among employees at the Civil Service Bureau. To achieve this, a descriptive approach was adopted, with 81 questionnaires distributed and 15 retrieved. Statistical analysis was conducted using path analysis and structural equation modeling via the Statistical Package for the Social Sciences (SPSS). The results revealed a partial positive relationship between components of organizational conflict and creativity, as well as a partial relationship between dimensions of organizational conflict and gender. The study recommended applying its proposed model to enhance employee performance.

Another study by)Largo و Ben jima(2018 , titled "The Role of Organizational Conflict Management in Improving Employee Job Performance: A Case Study of Trabi Boujemaa Hospital in Béchar Province". This **article** was published in Al-Bashair Al-Iqtisadiya Journal, Volume 4, Issue 3, Algeria, 2018, pp. 146-162. The study aimed to explore the role of organizational conflict management in enhancing employee performance at the hospital. The researchers distributed a questionnaire to a sample of 11 employees and employed descriptive and inferential statistics, including arithmetic means, using SPSS. Key findings indicated a moderate level of conflict at the hospital, a relationship between organizational conflict management and employee performance, and the influence of conflict management strategies on performance based on leadership style and strategy type. Regarding personal data, gender was found to have no impact on competence, while educational level influenced conflict levels, and experience played a role in developing competencies and improving job performance.

A study by)al-ouarraki(2018 , titled "Managing Organizational Conflict and Its Implications on Job Performance: A Case Study in Educational Institutions". This is an **article** published in the Journal of the Educational Association for Social Studies, Volume 15, Issue 107, 2018. The study aimed to identify the strategies used by educational administrative staff to manage conflict and the extent to which conflict outcomes affect job performance within educational institutions. To achieve these objectives, the analytical descriptive approach was adopted. The study concluded the following results: Conflict plays a major role in influencing individuals' behavior and attitudes in decision-making within educational institutions. Additionally, all conflict management strategies have advantages and disadvantages, requiring school principals to select the most appropriate strategy based on necessity. A moderate level of conflict can serve as a means to stimulate performance if managed scientifically, effectively, and with modern methods. However, escalating conflict intensity may hinder the institution's ability to achieve its goals.

A study by)Qirwani(2016 , from Al-Quds Open University titled "The Degree of Organizational Conflict's Impact on Employee Job Performance in Palestinian Universities: An Applied Study on Palestinian Universities". This **article** was published in *Dirasat wa Buhuth Journal*, ISSN: 1112-9151, 2016. The study aimed to reveal the degree to which organizational conflict in Palestinian universities affects employees' job performance from their perspective. To achieve the study's objectives, the analytical descriptive approach and the Statistical Package for the Social Sciences (SPSS) were used, including arithmetic means, standard deviations, and one-way ANOVA. The study concluded that organizational conflict in Palestinian universities significantly impacts employees' job performance.

A study by)Qahwaji(2015 , titled "Organizational Conflicts and Their Impact on Employee Behavior and Performance: A Case Study of the Industrial Vehicles Department (SNV)". This is a **doctoral thesis** submitted to obtain a Ph.D. degree in the 2014/2015 academic year at Ahmed Bougara Bumerdes University. The study aimed to explore organizational conflict, the methods used to address this phenomenon, and its impact on employee behavior and performance within the organization. The researcher adopted descriptive, analytical, and statistical methodologies to analyze questionnaire results. Key findings include: (1) Several methods are used to manage organizational conflicts, with the most common being referring the conflict to a higher administrative level, followed by collaborative approaches. (2) Results showed that employees' perception of management effectiveness was higher than their perception of conflict intensity. (3) An inverse (negative) relationship was found between conflict levels and job performance.

A study by)Kheira(2020 , titled "Organizational Conflict and Its Impact on Employees in the Organization: A Case Study of Sonelgaz Institution in Ouargla". This **article** was published in the Journal of Humanities and Social Sciences, Issue 16, Algeria, 2014, pp. 331-344. The study aimed to investigate the extent of conflict within the organization and its impact on employees. A sample of 20 individuals was analyzed using descriptive and inferential statistics via SPSS software. The study revealed that the core issue within the institution lies in the nature of the relationship between supervisors and workers.

The analysis identified two distinct groups within the organization: (1) a group that faces no problems and is satisfied with their work, and (2) a group that experiences conflicts and pressures, negatively affecting their performance due to the supervisor's inflexibility. This dissatisfaction has led the latter group to consider leaving their positions.

A study by [salamena\(2011\)](#) , titled "Organizational Conflicts and Their Relationship to Job Performance: A Field Study at the African Glass Enterprise in Jijel". This is **athesis** in Organizational Management submitted to the Department of Management Sciences, Faculty of Economics, Commercial Sciences, and Management, University of M'sila, Algeria, in 2011. The study aimed to explore the existence of organizational conflicts, methods for addressing them, and their relationship to job performance at the African Glass Enterprise in Jijel. The sample included all permanent employees (89 out of 246 workers), with results generalized to the broader workforce. The analytical descriptive approach was adopted, utilizing tools such as scientific observation, interviews, administrative records, and questionnaires. Data were analyzed using SPSS and statistical methods. Key findings include:

- Organizational conflicts exist at all levels within the enterprise, varying in intensity.
- Managers employ key strategies to manage organizational conflicts.
- Workers agreed on a relationship between organizational conflict levels and job performance, with the nature of this relationship varying depending on conflict intensity.

Study by [\(Magdi, 2013\)](#) titled "Examining the Effect of Conflict Management Strategies on Job Performance". Published in the Journal of Psychology*, Volume 13, Egypt, 2013, pp. 83-95. This **article** aimed to explore how conflict is managed between the functional areas of sales and marketing. Data were collected from food manufacturing organizations in Egypt, some of which had a Conflict Coordination and Solutions Department (CCSD) — a unit established to resolve conflicts between marketing and sales functions — and others that did not. Data collection relied on personal interviews and questionnaires, with a sample of 450 randomly selected units. A total of 390 units responded (86% response rate), and data were analyzed using SPSS. Key findings include:

- Organizations with a CCSD unit experienced reduced conflict levels between marketing and sales functions, leading to improved organizational performance.
- Organizations without a CCSD unit faced high conflict levels between marketing and sales, negatively impacting the efficiency and effectiveness of both functions.

- Conflict management strategies had varying impacts:

Collaboration and mediation strategies achieved higher performance and reduced conflict levels. Avoidance and competition strategies negatively affected employee performance.

1.2.Previous foreign studies:

A study by (gu, liu, & ye, 2019) titled "Relationship between Conflicts and Employee Perceived Job Performance". This **article** was published in the International Journal of Conflict Management, Volume 31, Issue 5, China, 2019, pp. 116-128. The study aimed to elucidate the explanatory mechanisms and boundary conditions underlying the impact of conflict on job performance. A questionnaire survey was conducted in China, involving 466 employees. Analysis revealed that job satisfaction mediates the relationship between conflict and job performance, while collectivism moderates the relationship between conflict and job satisfaction. The study employed a cross-sectional design, meaning causal relationships could not be definitively established. Despite this limitation, the findings provide insightful implications for conflict management and job satisfaction enhancement.

Study by (Rum, Eka, Hadiwidjoyo, & Surachman, 2013) (2013) titled "Role Conflict Toward Employee Performance – Studies in Government Team at Kedari". This article aimed to investigate the role of conflict in job performance within the context of a government budgeting team in Kedari. The motivation for the study stemmed from the observed link between conflict and poor employee performance, with factors such as employee knowledge gaps, weak organizational commitment, and power aspirations identified as conflict drivers. The sample included 131 employees, and data were analyzed using Structural Equation Modeling (SEM) .

Key findings include:

- Conflict mediates the relationship between knowledge and job performance.
- Conflict acts as a partial mediator between power dynamics and employee performance.
- Practical indicators of conflict's impact on performance include: knowledge of work execution, changes in the work environment and quality of work output.

A study by .(Ongori, 2008), "Organizational Conflict and Its Effects on Organizational Performance", Volume 2, Issue 1, Faculty of Business Administration, Botswana, 2008, pp. 16-24. This **article** aimed to investigate the causes, types, effects, and strategies for effectively managing organizational conflicts to enhance organizational performance. The study surveyed 130 managers from government departments, semi-governmental institutions, and private companies in Gaborone, Botswana, achieving a 65.4% response rate.

Key Findings:

- Primary Cause of Conflict: Limited resources were identified as the main driver of organizational conflict .
- Negative Effects: Conflicts negatively impacted organizational performance, leading to resource wastage and inefficiencies, particularly in resource-constrained environments .
- Positive Effects: Organizational conflicts also had beneficial outcomes, such as fostering organizational innovation and improving the quality of decision-making processes .
- Conflict Management Strategies:

The study emphasized the need for tailored strategies to address conflicts, aligning with broader research on the importance of collaborative approaches and mediation in mitigating conflict intensity. Data were collected using questionnaire and analyzed through a tabular method to identify patterns and relationships.

Study by (rahim & clement, juin 15-18th 2004) "Conflict Management Strategies as Moderators or Mediators of the Relationship Between Intragroup Conflict and Job Performance", Annual Conference of the International Association for Conflict Management, Pittsburgh, Pennsylvania, June 15–18, 2004. This **article** aimed to investigate the mediating and moderating effects of conflict management strategies on the relationship between intragroup conflict and job performance. Data were collected from 398 managers and 1,116 subordinates, drawn from a database of managers who attended continuing education seminars on middle management development sponsored by a business school at a large university.

Three questionnaires were utilized for data collection. The study highlights the critical role of conflict resolution approaches in shaping organizational outcomes. Problem-solving strategies enhance performance by addressing conflicts constructively, while compromising strategies may undermine efficiency. These findings align with broader research emphasizing the importance of adaptive mediation techniques in mitigating conflict's adverse effects.

Key Findings:

- A negative correlation was found between intragroup conflict and job performance.
- Problem-solving strategies demonstrated a positive and significant relationship with job performance. In contrast, compromising strategies showed a negative and significant relationship with job performance.
- Problem-solving strategies (but not compromising strategies) acted as significant mediators of the relationship between intragroup conflict and job performance.

Study Hypothesis:

As for the hypotheses of the study, and in light of what has been presented in the literature review, we have identified the main hypothesis that addresses the central research problem, as well as the sub-hypotheses that correspond to the previously mentioned sub-problems.

we have formulated the following hypotheses:

- H1:** Organizational conflict has a direct impact on employee performance, with effects that can be either positive or negative depending on the nature and intensity of the conflict.
- H2:** There is a significant effect of organizational conflict on task execution efficiency.
- H3:** There is a significant impact of the psychosocial status on task execution by employee

The sub-questions related to this problem statement, which our research will seek to answer, include:

- What are the factors that lead to workplace conflicts in The Production Department at Sonatrach, Regional Directorate (Gassi Touil)?
- How do organizational conflicts impact employee motivation and productivity levels?

- What are the best strategies organizations can use to manage organizational conflicts in a way that enhances job performance The Production Department at Sonatrach, Regional Directorate (Gassi Touil)?

2. Conceptual Framework:

2.1.The essence of organizational conflict:

Conflict is considered a behavioral and organizational phenomenon that no organization is free from. It occurs in various forms as a reaction to interactions between individuals and groups. An organization strives to achieve its goals within its environment by organizing roles, relationships, authority, responsibilities, and tasks within a defined structure governed by standards and regulations.

Organizational conflicts have received wide and special attention, as thinkers and researchers in the fields of management and organizational behavior have attempted to provide a precise definition of organizational conflict. However, this has proven to be extremely difficult due to the complex and intertwined nature of this behavioral phenomenon, which makes conflict a complicated issue

2.1.1. Definition of the conflict:

From a psychological perspective: Conflict is defined in the Dictionary of Psychology as a state of inefficiency resulting from a struggle between conflicting desires, a need, or a repressed desire expressed through a conscious impulse.)Aishour(18 صفحة 2013 ، This definition places a strong emphasis on the psychological aspect of conflict.

From a political perspective: Conflict is defined as a struggle between major groups over competing interests, values, or behaviors. These conflicts may arise due to religious, cultural, ethnic, economic, or political differences. Such struggles occur when these groups perceive that their interests are threatened or when their values and behaviors are in opposition to those of another group.)Hammo(171 صفحة 2015 ،

Additionally, another definition focuses primarily on political conflict, describing it as disagreements between large groups based on ethnic, religious, or cultural differences. However, this definition does not emphasize the economic aspect as much.)Kafi ،2015 ، (12 صفحة

A third definition, which is more focused on economics, views conflict as competition over resources, particularly rare resources, their distribution, and production. It manifests in economic struggles over the allocation and control of resources.

From a sociological perspective: Sociologists have provided multiple definitions of conflict.

Lewis Coser's definition: He defines conflict as a struggle over values, claims to scarce resources, or power, wherein individuals or groups attempt to neutralize, eliminate, or harm their opponents. Conflict, according to Coser, ultimately leads to structural changes in social relationships.

Allam(1994 ، صفحة 200) ،

Marsh and Simon define conflict as:

" It is a disruption of the normal decision-making mechanisms, leading individuals or groups to experience difficulty in implementing and selecting their activities."

Boufeldja(2008 ، صفحة 117) ،

Conflict is also defined as one of the areas of social interaction where competition turns into conflict when competing parties fail to find a way to reconcile their interests. Instead of working towards mutual agreement, they engage in rivalry, where each party seeks to dominate while attempting to undermine the other.

Mohammed و Al-Sayed(2009 ، صفحة 38) ،

The word conflict is derived from the Latin word (conflicyus), which means "friction or struggle using force." In its meaning, it refers to contradiction, dispute, disagreement, opposition, disharmony, and lack of agreement between parties. The concept of conflict also indicates an interaction that involves contradictions in words, emotions, or behaviors between parties. In some cases, this conflict may lead to destructive effects. **Al- sairafi ، (2007 ، صفحة 372)**

Conflict is a human behavior driven by cultural, intellectual, and social backgrounds, sometimes fueled by aggressive instincts. It revolves around a disputed matter between two or more parties.)**Djaalok(1999 ، صفحة 09)** ،

2.1.2. Definition of the organizational conflict:

●**Kenneth ewart Boulding 's Definition:** Organizational conflict occurs when parties perceive an incompatibility in attaining future positions of power, where one party's desire to achieve a certain status clashes with the other party's interest in securing the same position.)shellabi(91 صفحة 2011 ،

●**Another perspective:** Organizational conflict is a natural phenomenon that arises due to increased competition for scarce resources or differences in management approaches. It can also emerge due to the use of intimidation tactics or threats, where conflict resolution is only possible through eliminating opposition or neutralizing rivals.)Kassimi(155 صفحة 2017 ،

●**Procedural definition of organizational conflict:** Organizational conflict is a natural and expected outcome of competition between individuals within an organization. It manifests as tension between parties striving to achieve their goals at the expense of others. The causes of such conflicts may vary, and while they can sometimes have positive outcomes, they often negatively impact employee performance and responsibility execution.

Organizational Conflict is understood based on a holistic rather than a partial perspective. It is not merely a matter of organizational structure but also a result of psychological and behavioral actions exhibited by individuals. An individual cannot fully control or adapt to it without considering both internal factors and the surrounding environment.

Organizational conflict manifests as a natural behavioral phenomenon, initially arising within the individual before becoming evident in their interactions with others. This interaction reflects differences in goals and values, leading to organizational friction and disputes over achieving objectives.

Organizational conflict is one of the primary forms of interaction among individuals and groups within an organization. It can either hinder or intensify activities, depending on the nature of the conflict and its impact. Additionally, it is associated with tensions and contradictions resulting from individual disagreements or external and internal workplace factors.

It is an interactive process that occurs in cases of disagreement, divergence, or incompatibility between individuals and groups, within organizations, or when one party's goals interfere with those of another. It also arises when there is intervention in another party's activities, when one has an administrative right that affects the preference of one party's behavior over the other during a shared activity, or when their attitudes, values, beliefs, and skills differ. (صفحة 16، 2015)

Organizational conflict is the lack of agreement between two or more individuals or groups within an institution. It arises due to their interdependence in work tasks or differences in their goals and positions. (STONER & FREEMAN, 1989, p. 391)

It is a situation created by the unequal activities of individuals, leading to the obstruction or prevention of another's activity. (DAVID & DEBORAT, 1998, p. 05)

2.1.3. Definition of organizational conflict management:

Organizational conflict management does not mean eliminating organizational conflicts completely. Instead, managing them requires initiating efforts to identify, diagnose, and understand their causes. This enables appropriate intervention, administration, and handling using various managerial approaches. The management's handling of problems may sometimes lead to the emergence or escalation of organizational conflicts, whether at the individual, group, or administrative levels within the institution. (Bouregghda ، الصفحات 148-194، 2005)

The concept of organizational conflict management has become increasingly prominent in management and human behavior literature over the past decades. This reflects the growing interest of organizational administration in understanding conflicts and their impact on the performance of individuals, groups, and the organization as a whole. Previously, conflict management focused on eliminating or preventing conflict (**conflict management**) or handling it (**conflict handling**). Nowadays, conflict management is used to describe the process of managing or dealing with conflict. (Ous ، صفحة 274، 2008)

Robbins defines conflict management as "the process that involves using solutions and measures to achieve optimal conflict resolution." [salamena\(4 صفحة، 2011،](#)

El-Kairouni defines it as "conflict diagnosis," which involves understanding the nature of conflict, its types, and causes before selecting an appropriate strategy for administrative intervention and resolution.) [Al- aouioui\(9 صفحة، 2013،](#)

2.1.4. Characteristics of organizational conflict:

From the previous definitions, a set of characteristics related to organizational conflict can be inferred, namely:

- Conflict is an organizational phenomenon that emerges in any organization.
- It is one of the pillars of social interaction; when a group of individuals gathers, interactions occur, resulting in various phenomena such as cooperation and conflict.
- There must be at least two parties in a conflict who interact with each other and share a reciprocal relationship, whether they are individuals or groups.
- Conflict occurs at multiple and different levels, meaning it can take place between two individuals, two groups, or more.
- Conflict leads to both harmful negative effects and beneficial positive effects, making it a double-edged sword.
- Conflict is an important part of the change process within an organization.
- Conflict can be avoided, and it can also be resolved by following specific procedures.) [Al- jundi\(196 صفحة، 1998،](#)

- Conflict is limited to the existence of unequal primary goals between its parties.
- Tension is considered a fundamental dimension of conflict, leading to the possibility of hostile actions between the parties to force one or more sides to accept solutions they are not satisfied with.
- Conflict is considered a temporary phenomenon, despite the existence of many chronic conflicts.
- Conflict is a costly activity for all involved parties throughout its duration, which leads to its resolution either peacefully or by coercion.) [Al-amyian\(366 صفحة، 2004،](#)

Wilmot and Hocker identified the characteristics of destructive conflict as follows:

- It escalates progressively.
- It limits the opportunity for constructive conflict to arise.

- It results in violent reactions.
- It is characterized by rigidity and lack of flexibility.
- It is limited to dominance and authoritarianism.
- It does not recognize any form of communication. (Tubre & Collins, 2000)

2.1.5. Forms of organizational conflict:

- **Overt Forms of organizational conflict:**

Strike: defined as a collective work stoppage as an administrative measure, decided by a manager and organized by workers, with the goal of pressuring employers into complying with their demands or finding a resolution to an ongoing conflict. it is considered as one of the Forms of resistance, struggle, confrontation, and obstruction that manifest in work stoppages are controlled by employers as a means to achieve their goals and defend their financial and professional interests.)Ahmia(2005 ,

Detention: it refers to the detention of a manager or managers by workers when the strike is prolonged, and negotiations reach a dead lock. leading to prolonged strikes that escalate into physical conflict and violence as a means of pressuring management. During such periods, workers attempt to ensure their rights remain secure. Strikes also highlight the existing power struggle within the organization. Some restricted or legally regulated strikes may be permitted to become an official method of expression. Strikers are often required to follow specific legal procedures, varying based on the nature of the case and applicable laws. (PICARD, 1991, p. 106)

Demonstrations: Workers leave their workplaces and take to the streets to express their demands, opinions, and points of view. Demonstrations require workers to gather in public spaces, which can sometimes escalate into conflict between demonstrators and security forces. This type of collective movement is generally used as a means to apply pressure when dialogue between employees and employers has broken down. (PICARD, 1991, p. 105)

- **Hidden Forms of organizational conflict:**

Work Absenteeism: Work absenteeism is defined as "an employee's absence from work on scheduled workdays." This can be due to illness or injury that prevents the worker from attending work. Additionally, absenteeism for undisclosed reasons is another form.)Tal'at(2007 ,

It is also defined as an employee's failure to report to work at the expected time for attendance and participation in production programs. If the employee is on leave or has official permission, their absence is not considered absenteeism. However, if an individual is absent without a valid reason, even if this only involves a small number of workers, the enterprise loses a part of its workforce.) shaouish(2005 ,

There are several reasons that lead to employee's absenteeism, and they can be categorized into:

- **Work environment conditions:** These include humidity, ventilation, temperature, and similar factors.
- **Nature of work:** This includes exposure to hazardous chemicals, toxic gases, dust, and fumes.
- **Work methods:** Such as increasing working hours, reducing breaks, and not allowing rest periods.
- **Employee policies:** These affect absenteeism due to poor supervision, lack of wages and incentives, and inadequate training programs. This includes following an inappropriate employment policy, to protect workers from occupational diseases.
- **Special reasons related to employees:** These make absenteeism more prevalent among young workers and include:
 - Inappropriate job positions that do not match an individual's abilities, ambitions, and skills, preventing them from achieving the required performance standards.
 - Lack of social harmony in the work environment among colleagues.
 - Lack of psychological compatibility of an employee has personal problems outside the workplace, these may affect their performance and increase absenteeism. Examples include non-work-related psychological issues, difficulties with transportation, and social problems like strikes, road closures, etc.
 - Lack of adaptability to work conditions.
 - Dislike of job responsibilities.
 - Feeling of alienation within the workplace.

- **Lack of medical services and inadequate healthcare:**

This has a significant impact on absenteeism. It occurs in organizations that neglect health issues, leading to higher absence rates among employees who require medical attention. If an enterprise fails to provide medical care or policies to promote employee health, absenteeism rises as workers seek treatment outside work.

In such cases, absenteeism often becomes a means of expressing dissatisfaction with workplace conditions rather than engaging in direct labor strikes. This results in:

- Sick leave with medical certification.
- Unreported absences.
- Unjustified absenteeism.)Al- zyiadi(2002 ،

Workforce turnover: The term "workforce turnover" refers to the movement caused by employees leaving their jobs within an organization and being replaced by new hires.)Tal'at(2007 ،

It is defined as the changes that occur in the workforce due to employee departures, dismissals, or retirements, followed by the hiring of new workers within a specific timeframe.)Al- zyiadi(2002 ،

The departure of some employees from their jobs can be attributed to two reasons:

- **Inevitable reasons that cannot be avoided:** Such as cases of death, reaching retirement age, accidents leading to total disability, or an individual relocating to a different area.
- **Reasons that can be avoided by the organization:** These include the seasonal nature of the work, the organization's decision to lay off some employees due to a lack of sufficient expertise—often resulting from poor selection and improper guidance. Additionally, employees may resign due to inadequate training programs, low wages, lack of healthcare, and insufficient attention to their well-being. Furthermore, the nature, conditions, and type of work are among the most significant factors that influence whether employees remain in their positions for a long period or decide to leave the organization.)Al- zyiadi(473 صفحة ، 2002 ،

Some others believe that there are organizational factors that lead to the emergence of the problem of employee turnover within organizations, especially in industrial settings. The most important of these factors include:

- The lack of employees' belonging to cohesive work groups within the organization.
- The level of employee satisfaction with their job and their adaptation to it.
- The actual wages received by employees).Tal'at(144-143 الصفحات ، 2007 ،

Use of Force and Violence:

Workers or a group of workers within an organization may resort to the use of force and violence to assert their presence or defend their rights, especially when they feel insulted. Employees may dedicate part of their time and energy to an endless conflict over promotions and bonuses they believe they deserve.(MADHAR, 1997, p. 224)

Wastefulness and Sabotage:

Wastefulness is reflected in the excessive consumption of raw materials, energy, and packaging beyond the normal consumption standard. As for sabotage, it consists of behaviors carried out by workers to deliberately damage production equipment.(PICARD, 1991, p. 79)

2.1.6. Causes of organizational conflict:

Researchers have not agreed on establishing a specific classification for the causes and factors contributing to the emergence of conflict. However, these causes can be categorized based on different classifications in various studies as follows:

- **Organizational and Administrative Causes:**

These causes stem from certain conditions within the organization that create conflict, including:

Contradictory decisions at different administrative levels: While participatory decision-making is widely applied, it can lead to contradictions, as its main goal is to consider diverse perspectives and present multiple alternatives. Additionally, unclear responsibilities and authority can result in imprecise role allocation for different groups in performing tasks and making decisions.)shellabi(111 صفحة ، 2011 ،

Lack of precise definition of individual authorities and responsibilities: When individuals do not clearly understand their rights and duties, role duplication may occur, leading to contradictions in task execution.)[Al- tedjem و al- sewat](#) [صفحة 233](#) ، 2003 ،

Disruptions in the organizational process: From the stages of design, job descriptions, and structuring, organizational disparities may emerge, such as differences in levels and hierarchical connections despite similar job grades and titles. Overlapping or undefined tasks can also contribute to these conflicts.)[Zayed](#) ، 1995 ، [صفحة 520](#)

Multiple administrative control methods: Various approaches to administrative control can create disputes among individuals and groups regarding their legitimacy, credibility, and effectiveness.)[Al-kahtani](#)([صفحة 174](#) ، 2000 ،

Weak communication channels: Ineffective communication channels, which aim to coordinate and regulate tasks, can significantly contribute to organizational conflicts. If essential information does not reach the right parts of the organization on time, conflicting decisions may arise, resulting in disputes between different organizational groups.

Differences in evaluation criteria and reward systems: Disparities in performance assessment methods and reward distribution can fuel conflicts. If management emphasizes evaluating and rewarding individual units rather than collective performance (the organization's overall performance), the likelihood of disputes increases.)[harim](#)([صفحة 327](#) ، 2006 ،

Dependence on shared limited resources: When multiple units rely on the same financial resources, services (such as secretarial support, printing, and workspace), the potential for conflict rises.)[shellabi](#)([صفحة 113](#) ، 2011 ،

Introducing change: Conflict may arise when one party initiates a change that requires support from another party or a group of individuals for implementation. For example, a manager may need subordinates to accept changes in tasks, procedures, or equipment. If they resist, conflict may develop between them and the manager.)[\(Woffard, 1982, p. 245\)](#)

- **Social and Cultural Causes**

These include:

Variations in relationships between individuals and groups within the organization: Workplace relationships vary in nature and type, forming between employees at the same level, between employees and their superiors, or between subordinates. These relationships influence managerial approaches; for instance, a superior may adopt an authoritarian management style, restrict employee participation, and practice unfair favoritism, fueling conflict and fostering hostility within the organization.)Mann و jay(صفحة 44، 1995 ،

Presence of multiple informal organizations: The issue is not just the existence of these organizations but the inability of management to integrate them effectively. Poor management of informal groups can lead to conflicts, both between these groups and between informal groups and the organization's administration, especially if some of these groups are negative influences.)Sayed(صفحة 469، 2005 ،

Lack of justice and credibility in top management: Justice in decision-making involves fairness in distributing workloads and rewards among individuals, groups, and departments. Credibility refers to management's honesty and integrity toward employees and stakeholders, which fosters trust. When these elements are lacking, conflicts arise.)Sayed(صفحة 470، 2005 ،

Conflicts over status and prestige: Since status and prestige are linked to authority and power within an organization, conflicts often intensify among leaders competing for top positions. A common example is the ongoing power struggle between consultants and administrators.

Conflicts over influence: Conflicts over influence are especially visible at middle and lower management levels. Many employees at these levels seek to align themselves with influential leaders to advance their interests, sometimes at the expense of others. Flattery, backstabbing, and gossip often serve as tactics in these power struggles.)Assaf(الصفحات 2018-2017، 2004 ،

Interdependence in relationships: Interdependent relationships arise when individuals and groups rely on each other to achieve their objectives. This dependency can create conflicts.)Al- maghrebi(238 صفحة ، 1993 ،

particularly when the performance of one group is directly affected by the activities of another. Differences in task execution timing, quality, or output can become sources of disputes.

Cultural and value differences: Many conflicts in modern organizations stem from differences in cultural values, especially ideological or religious beliefs, as well as prevailing social norms.)Ben Abd al-ghani(215 صفحة ، 1995 ،

These differences affect the way employees interact, leading to contradictions and disputes among organizational groups.)Al-kahtani(176 صفحة ، 2000 ،

Large numbers of expatriate workers within the organization: When organizations employ a diverse workforce from different ethnic and cultural backgrounds, conflicts may arise due to cultural and social differences. Disputes may not only occur between expatriate employees from different backgrounds but also between expatriates and local employees, negatively affecting workplace productivity.)Al-kahtani و shahhada(176 صفحة ، 2001 ،

- **Behavioral and Psychological Causes**

These include:

Incompatibility and ambiguity of goals: One of the primary sources of conflict is the inconsistency between employees' personal goals and the organization's objectives. Misaligned interests and priorities create tensions among employees.)Ayasra و Beni Ahmed(42 صفحة ، 2008 ،

Differences in personality traits and characteristics: Individuals and groups possess distinct personal attributes, either naturally or through training and experience.)Al-kariuty(140 صفحة ، 1989 ،

Some employees may be cooperative and empathetic, while others may be aggressive or highly sensitive. Such psychological differences can heighten conflicts, especially in work environments where personalities clash.)Khadir(142 صفحة ، 2002 ،

Differences in cognitive abilities: Employees vary in their ability to perceive and interpret workplace changes. These cognitive differences lead to divergent perspectives on handling organizational challenges, creating conflicts over problem-solving approaches.

Lack of job satisfaction: Employees who are dissatisfied with their jobs, roles, or positions may develop conflicts with colleagues and superiors. This dissatisfaction can lead to decreased motivation, absenteeism, reluctance to collaborate, and, ultimately, employee turnover if the gap between expectations and reality grows too large.)**Al-kariuty(141-140 الصفحات ، 1989 ،**

Several studies suggest that economic issues play a crucial role in organizational conflicts. Resource shortages can cause divisions within management, as financial constraints limit support for different departments. A lack of funding weakens the organizational climate, lowers employee morale, and exacerbates conflicts over job positions, tasks, contract renewals, reprimands, and perceived favoritism in treatment.)**Hessah(67-66 الصفحات ، 2000 ،**

By understanding these causes, organizations can develop strategies to manage and mitigate conflicts, fostering a healthier and more productive work environment.

2.1.7. Types of Organizational Conflict:

The types of organizational conflict vary according to situations and the parties involved, making it difficult to enumerate all types comprehensively. Management and human behavior literature indicate that there is no universally agreed-upon classification by researchers. However, an operational classification has been developed as follows:

- **Conflict Based on Its Occurrence Levels:**

Organizational conflict can be classified based on its occurrence levels into:

- Individual-level conflict (intrapersonal conflict)
- Interpersonal conflict (conflict between individuals)
- Conflict within a workgroup
- Intergroup conflict
- Conflict between organizations

- **Conflict Based on Its Directions**

Based on the nature of relationships between conflicting parties, two main types of conflict can be distinguished:

- Horizontal conflict
- Vertical (hierarchical) conflict

- **Conflict Based on Its Outcomes**

This classification includes two types:

- **Positive conflict (functional, constructive, effective conflict):** This type of conflict occurs between groups in an organization regarding work-related matters, stimulating creativity and productivity. (W.COOK & L.HUNSAKER, 2001, p. 384)

It is significant because it promotes organizational growth through cooperation and the development of alternative and innovative solutions to existing problems. Additionally, it enhances individual and group performance and motivates them to seek new ways of accomplishing tasks. It can also be essential for clarifying individuals' positions within the organization. (M.AFZALUR, 2001, p. 07)

Positive conflict helps surface critical issues, making them more visible to all involved parties. It can lead to better decision-making processes and improve organizational efficiency. A successful manager should actively encourage constructive conflicts in situations requiring change, renewal, and improvement. (R.SCHERMERHORN, G.HUNT, & N.OBSON, 2000, p. 376)

- **Negative conflict (dysfunctional, destructive, ineffective conflict):** This type of conflict results in performance deterioration within a group or organization. Its impact on group performance is often greater than its impact on individuals. (BUCHANAN & HUCZYNSKI, 1997, p. 638)

Negative conflict may lead to emotional disputes between employees and foster negative emotions, resulting in poor interaction and cooperation among individuals. It can create mutual resentment, hinder goal achievement, reduce job satisfaction, increase absenteeism, and lower productivity. Therefore, managers should recognize unproductive conflict and take proactive measures to minimize its intensity and maintain it at the lowest possible level. (R.SCHERMERHORN, G.HUNT, & N.OBSON, 2000, p. 377)

- **Conflict Based on Its Planning:**

It is divided into:

- **Planned conflict:** This is a structured conflict used to express actions requiring collective solidarity. It typically involves formal negotiations to resolve disputes. If these negotiations fail to meet the desired objectives, collective actions such as strikes or other sanctions may be employed. A typical example of this type of conflict is labor unions' disputes with organizations.
- **Unplanned conflict:** This is spontaneous conflict expressed through individual means, such as complaints, grievances, tardiness, absenteeism, or resignations.)[Al-dahhan\(1996 ، الصفحات 151-152\)](#)

- **Conflict Based on Its Sources:**

Robbins categorized conflict based on its sources into three types:

- **Task conflict:** This type of conflict arises from the content and objectives of the work. When it occurs at a low to moderate level, it is considered a functional and constructive conflict that positively impacts employee performance. Moderate conflict can sometimes stimulate new ideas and improve performance. However, maintaining a low level of task conflict is preferable in situations where time constraints exist, role ambiguity arises, or interdependence among employees is high.
- **Relationship conflict:** This type of conflict is based on interpersonal relationships. It is generally considered dysfunctional and ineffective due to hostile interactions among individuals, stemming from personality differences and varied perceptions. Relationship conflict negatively impacts task execution within the organization.
- **Process conflict:** This conflict concerns how work is performed. A minimal level of process conflict can be functional and beneficial for performance and productivity.[\(ROBBINS, 2001, p. 392\)](#)

- **Conflict Based on Its Intensity:**

Another operational classification of conflict is based on its intensity, distinguishing between:

- **Severe conflict:** Higher than the desirable level and may negatively impact individuals, groups, and the organization.

- **Moderate conflict:** The optimal level of conflict that is beneficial for the organization.
- **Low conflict:** A level of conflict that is below the desirable threshold and may not be beneficial for the organization.

2.1.8. Levels of Organizational Conflict

Conflict arises at multiple levels, with five main levels affecting organizational effectiveness to varying degrees. These levels are outlined as follows:

- **Individual Conflict:**

This type of conflict occurs within the individual, without requiring the presence of others. It impacts the individual's behavior, work relationships, and ability to achieve the organization's goals, of which they are a member. This conflict often arises when an individual is torn between multiple factors and must choose one, as achieving all of them simultaneously is impossible.)Al-amyian(367 صفحة ، 2004 ،

This type of conflict includes both **goal conflict** and **role conflict**.

- **Goal Conflict:** This occurs when a goal has both positive and negative aspects simultaneously, or when an individual must choose between two or more competing goals.
- **Role Conflict:** A role refers to the set of values and norms that define expected behavior for an individual based on their personal characteristics and competencies. It also refers to the unique way in which an individual performs expected activities in a given situation.)Al keddafi(246 صفحة ، 1997 ،

A role is generally defined as a set of tasks, activities, and behaviors expected from an individual in a particular context, following specific standards that determine the actions and behaviors of those occupying that role.)al yazajin(20 صفحة ، 2003 ،

Some researchers believe that an individual's sense of inner conflict arises due to other factors, including:

- Unmet needs.
- Work-related problems)Ahmed(114-113 الصفحات ، 2004 ،

- **Conflict Between Individuals:**

This type of conflict differs from the previous one in that it involves more than one person. It leads to behaviors or actions related to the subject of conflict. The main cause of this conflict lies in differences in individuals' personal characteristics, which result from variations in intellectual, cultural, social, and economic backgrounds. These differences may stem from two main factors:

- **Genetic Factors:** These include all inherited traits acquired from birth, such as height, physical appearance, eye color, and skin tone, which are not influenced by external environmental factors.
- **Acquired Factors:** These include all characteristics and variables acquired through learning, adaptation to society, and other experiences.)Al- shamma و Khadir(304 صفحة ، 2005 ،

This type of conflict can also occur between a superior and a subordinate, particularly when a superior disregards the different stages of employee development and insists on enforcing rules and issuing orders without considering the natural growth stages of subordinates.

- **Conflict Within a Group (or Between an Individual and a Group):**

This type of conflict refers to clashes between the interactions and behaviors of different individuals within the same group or department. It arises when there is disagreement on various issues, such as decision-making, defining each member's role, planning internal operations, setting production schedules, or establishing standard performance criteria. When group members are dissatisfied and unable to reach consensus, hostility and division may spread within the group, ultimately affecting its ability to function effectively.)Sayed(462 صفحة ، 2005 ،

- **Conflict Between Groups:**

This type of conflict differs from the previous ones in that it occurs on a broader scale within the organization. It can arise between different work units or departments due to differing perspectives on policies and goals. One major cause is the imbalance of power among departments, which can lead to conflicts when these groups interact.)Al- namer(51 صفحة ، 1994 ،

For instance, the outputs of one department may serve as inputs for another, meaning that effective coordination and alignment between groups are necessary for successful task completion.)[Sayed\(2005، صفحة 459\)](#) ،

This type of conflict takes two forms:

- **Horizontal Conflict:** Conflict between departments or groups at the same hierarchical level.
- **Vertical Conflict:** Conflict between different hierarchical levels within the organization.)[shellabi\(2011، الصفحات 103-102\)](#) ،

Key causes of inter-group conflict include:

Competition for resources.

Performance-based rivalry.

Differences between organizational levels.

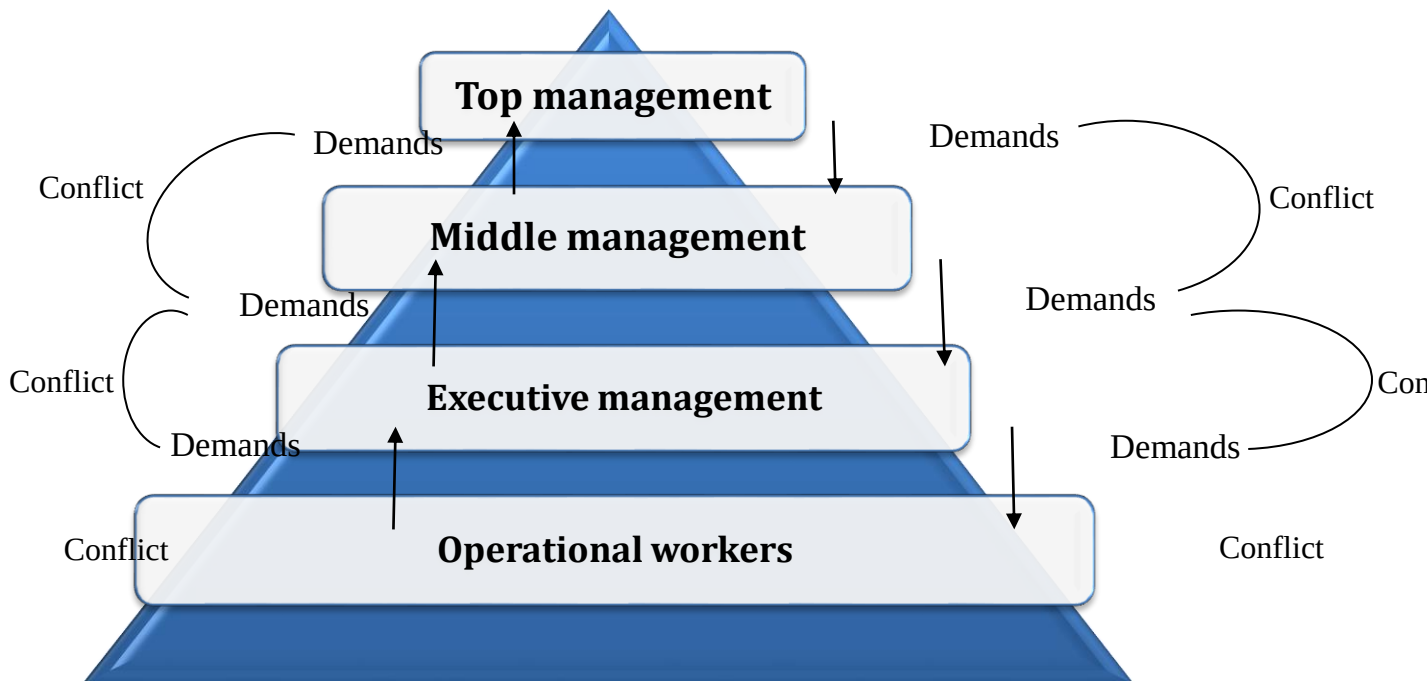
Functional conflicts.

Power struggles.)[Ahmed\(2004، الصفحات 116-115\)](#) ،

- **Conflict Between Organizations:**

This type of conflict occurs between an organization and its external environment, including competing organizations and stakeholders. It arises due to competition over resources, the attraction of skilled labor, and market positioning. While conflict can provide a dynamic force for an organization's growth, improvement, and competitive strength, it can also pose a serious threat to its survival if not properly managed by the administration.)[Ayasra و Beni Ahmed\(2008، الصفحات 25-24\)](#) ،

Figure01: The different levels of organizational conflict in the organization



Source: Designed by us

2.1.9. Organizational conflict management strategies:

Researchers in the field of organizational conflict have developed various theories to manage and address conflicts effectively. They have proposed several strategies that allow leaders or managers to handle conflicts based on well-studied scientific principles rather than randomness, aiming to achieve positive outcomes. Despite the diversity of conflict management strategies, some fundamental approaches can be highlighted, regardless of the causes, scale, or parties involved in the conflict. These strategies include:

- **Avoidance Strategy:**

This is one of the conflict management strategies, also referred to as withdrawal or evasion. The philosophy behind this strategy is to ignore or completely reject the conflict.)[al-ouarraki\(2018، صفحة 164](#)

In this approach, none of the conflicting parties attempt to achieve their goals or those of the opposing party; instead, they withdraw from the conflict situation or suppress it. This strategy does not yield positive long-term results, as it prevents the engagement of all team members in decision-making due to the non-participation or lack of response from one party. However, it may be suitable when the conflict is of minor importance, emotions are highly charged and need calming, or when time is needed to gather information for a long-term solution.)Khamis(49 صفحة ، 2014 ،

- **Smoothing Strategy:**

This strategy aims to buy time until the conflicting parties have calmed down. Conflict resolution here involves the intervention of external parties).Largo و Ben jima ،2018 ، (صفحة 149

it relies on two main approaches:

Mitigation: This involves minimizing the importance of differences between the conflicting parties and focusing on commonalities and areas of agreement. It often results in a compromise where both parties make concessions, leading to no clear winner or loser.)Aterouana(17-16 الصفحات ، 2016 ،

While this approach may be beneficial in minor disputes, it may not be effective for many conflicts, as prolonged use can escalate tensions and negatively impact the relationship between the conflicting parties, making resolution more difficult.)Al-namer(55 صفحة ، 1994 ،

Use of Authority (Control): This entails management issuing directives to end the conflict or one party imposing its orders on the other. This strategy does not necessarily serve the interests of either party and is usually applied in low-priority issues.)Assaf H . (صفحة 54 ، 2003 However, it may be appropriate in the following situations:

- When the situation requires quick decision-making regarding a critical and essential task for the organization.
- When the conflicting parties fail to resolve the conflict on their own.)al-ouarraki ، (صفحة 174 ، 2018

- **Confrontation Strategy**

This strategy is used when there is an explicit acknowledgment of an organizational conflict by any of the involved parties. It is considered one of the most effective conflict management strategies, as it focuses on addressing the root causes of the conflict by analyzing the situation objectively, free from emotions and biases. This approach involves face-to-face meetings between the conflicting parties, where key issues are discussed in the presence of a manager with sufficient authority to manage the conflict effectively. This strategy is generally well-accepted by the conflicting parties, as the solutions reached tend to be effective and meet their expectations. The confrontation strategy follows a problem-solving approach in conflict management, which includes identifying the issue, analyzing it, gathering relevant data, exploring alternatives, and selecting the best course of action.)Al- namer(56-55 الصفحات ، 1994 ،

- **Compromise Strategy**

This approach emphasizes balancing self-interest with concern for others. It involves a give-and-take process where both parties engage in mutual concessions to reach a middle-ground solution. Each party makes some compromises to accommodate the other's concerns, leading to a mutually acceptable outcome. In this case, there is no clear winner or loser; instead, both parties work towards an equitable resolution that satisfies their interests.)Ous(267-266 الصفحات ، 2008 ،

- **Accommodation Strategy**

In this approach, the manager acts as if the conflict will naturally fade over time and encourages the conflicting parties to cooperate while trying to reduce tension. However, this method often leads parties to suppress their true feelings, making it less effective in resolving many conflicts. This strategy may be used when conflicts arise due to personal differences between the individuals involved.)Largo و Ben jima(149 صفحة ، 2018 ،

- **Islam and Conflict Management**

Islam acknowledges the inevitability of conflict, it encourages resolving and ending conflicts through various gradual methods. Among these methods is effective communication through kind exhortation

and constructive debate, as stated in the verse:

أعوذ بالله من الشيطان الرجيم "ادع إلى سبيل ربك بالحكمة والموعظة الحسنة وجادلهم بالتتي هي أحسن" (An-Nahl: 125).

Another approach is direct and indirect negotiations, which may involve a wise and just mediator acts.

Moreover, Prophet Muhammad (PBUH) emphasized the importance of constructive differences in opinion. In a hadith, he said, "اختلاف أمتي رحمة" ("The difference of opinion among my Ummah is a mercy"). This highlights the significance of dialogue, discussion, and the exchange of ideas to serve the common good. Modern studies have confirmed the positive impact of conflict in fostering progress, as indicated by the hadith. From the Quranic perspective and the Prophet's teachings, we understand that Islam always seeks to resolve conflicts and replace hostility with harmony and peace.

On the other hand, Islam encourages competition in doing good, as illustrated in the verse:

أعوذ بالله من الشيطان الرجيم "أولئك يسارعون في الخيرات وهم لها سابقون" (Al-Mu'minun: 61), and in another verse:

أعوذ بالله من الشيطان الرجيم "ختامه مسك وفي ذلك فليتنافس المتنافسون" (Al-Mutaffifin: 26).

Additionally, Islam promotes teamwork and cooperation in righteousness and piety, as stated in the verse:

أعوذ بالله من الشيطان الرجيم "تعاونوا على البر والتقوى ولا تعاونوا على الإثم والعدوان" (Al-Ma'idah: 2) . **Faredj(2006 ،**

2.2. The essence of employee's performance:

Employee performance is one of the topics that has received considerable attention from specialists and thinkers across various disciplines due to its close connection with the human element. Performance is almost a universal phenomenon and a central component in all branches and fields of management knowledge in general, and in human resource-related topics in particular. This is because an organization tends to be more stable and have greater longevity when its employees perform exceptionally.

2.2.1. Definition of Employee Performance:

Before addressing the definition of employee performance, it is necessary to clarify the general term "performance."

- **Performance in Linguistic Terms:**

The term "performance" is derived from the English verb "to perform," which itself originates from the Latin word **performance,** meaning "to carry out a task" or "to accomplish work."(Ecosid, 1999, p. 18)

According to **Al-Munjid Al-Abjadi** (an Arabic dictionary), the linguistic meaning of the verb "أدى" (to perform) is "to deliver something" or "to fulfill a duty." For example, the phrase "أدى الخدمة" translates to "he performed the service" or "he carried out the duty.")Al-mashriq dictionaries(36 صفحة ، 1982 ،

- **Performance in Terminological Terms:**

Definitions of performance vary depending on the criteria and standards adopted by organizations in studying it. Despite the abundance of research on the topic, there is no universally agreed-upon definition. This necessitates presenting a select set of definitions that align with the purpose of this study and approximate the most relevant conceptual understanding. Among these definitions are:

- "Ali Al-Salmi" defined performance as: The achievement resulting from the physical and mental effort an individual exerts in their work.)al- selmi ،1998 ، (صفحة 267
- "Heiner" defined it as: The output an employee achieves when performing any task.
- "Agélier" views organizational performance as: The embodiment of an organization's ability to execute its strategy and confront competitive forces.)Beni hamdan(86 صفحة ، 2001 ،
- "Heneman" defines performance as: The behavior manifested when employees fulfill assigned tasks in light of precise and contextually appropriate requirements.)Abd-baker(607 صفحة ، 2012 ،
- "Peter Drucker" conceptualized performance as: An organization's capacity to stabilize and sustain a balance between shareholder satisfaction and employee well-being.(Drucker, 2007, p. 23)

- Performance is also defined as: The foundation for judging the effectiveness of individuals, groups, and organizations, and it refers to the achievement of one or more of the organization's objectives.)Barber(45 صفحة ، 2008 ،

- **Employee Performance :**

Employee performance is defined as "the achievement of specific results required by a job through the completion of defined tasks that align with the policies, procedures, and environmental conditions of the organization in which the employee operates.")Dorra و As-sabah(304 صفحة ، 2008 ،

Others view employee performance as "the individual's execution of the various activities and tasks that constitute their job," or more simply, "purposeful work behavior, or what an individual does in response to a specific task.")Boukhemkhem و Haroum(6 صفحة ، 2010 ،

It is also described as * "the individual's behavior in expressing their contributions to achieving organizational goals, provided this behavior is supported and enhanced by the organization through training programs to ensure quality and excellence.")Boumedian ، (17 صفحة ، 2006

Based on the above definitions, a comprehensive synthesis of the ideas proposed by researchers can be formulated as follows:

Employee performance is a set of managerial behaviors related to the employee's execution of their tasks. It serves as a measure of the organization's ability to achieve its primary objectives, sustain its market position, and continue operations in competitive environments. Consequently, the organization can maintain a balance in rewarding both shareholders and employees.)Belkhari(09 صفحة ، 2018 ،

The term "performance" is often associated with two key components: effectiveness and efficiency. Effectiveness refers to the gap between achieved results and expected outcomes, and it is directly linked to the degree of goal attainment. Efficiency, on the other hand, is "the ability to accomplish required work with minimal resources. An efficient activity is one that incurs the lowest cost."(Plauchet, 2006, p. 06)

2.2.2. The Importance of Employee Performance:

The survival of any organization, regardless of its field of activity, hinges on employee performance. If employees execute their duties and complete their tasks as required and planned by management, the organization will move toward achieving its desired goals.

Performance is a vital element in every operational process because it is tied to the human element that manages operations and transforms raw materials into processed goods of material value. Thus, it can be said that job performance holds immense significance within an organization. Striving to achieve success and progress, organizations recognize that high performance is a critical output and a clear indicator of success. This success is tied to the organization's ability to transition through developmental stages, evolving from one phase to the next. (Al-dekhla صفحة 2001 ، 96)

Performance holds immense importance for individuals, the organization, and external stakeholders engaged with it. This importance manifests in the following ways:

- **For Employees:**

An individual's performance across various levels and structures reflects the performance of their department, unit, or the organization as a whole. However, performance extends beyond organizational effectiveness; it also directly impacts the individual. Key implications include:

- Performance as a Measure of Capability:

Performance gauges an individual's ability to execute current tasks and adapt to future roles. When paired with objective systems to evaluate efficiency, individual performance becomes a cornerstone for administrative decisions, such as promotions, transfers, or training opportunities.

- Compensation Link:

Individuals must prioritize performance, as it directly correlates with their wages, salaries, and incentives—provided there is a fair system linking rewards to outcomes.

- Stability and Self-Identity:

From the individual's perspective, performance ties to a fundamental need: job stability and self-affirmation.)Mia و Dib(31 صفحة ، 2009 ،

○ **For the Organization:**

Performance is vital for any organization pursuing success, as it represents the culmination of all activities. High performance signals organizational success, stability, and effectiveness. Organizations thrive and endure when employees excel, underscoring leadership's responsibility to foster exceptional performance.

Notably, performance at any organizational level reflects not only the capabilities and motivations of subordinates but also those of leaders. While employees may prioritize their tasks, management typically emphasizes performance metrics more intensely, recognizing that excellence at all levels drives institutional resilience and growth."

The importance of functional performance for an organization stems from its connection to the organization's life cycle across its various stages. These stages include: the emergence stage, followed by the survival and continuity stage, then the stability stage, succeeded by the reputation and pride stage, the excellence stage, and finally the growth stage. The organization's ability to transition from one growth stage to a more advanced one depends on the level of performance within it.

Moreover, the significance of functional performance is not limited to the organizational level alone; it extends further to its role in the success of economic and social development plans at the national level.)Hanafi(189-188 الصفحات ، 1987 ،

2.2.3. Factors Affecting Performance

It is challenging to identify all factors influencing employee performance due to their multiplicity and multifaceted nature. Some factors fall under the control of the employee, while others are subject to surrounding environmental conditions inside and outside the organization. However, broadly, they can be divided into:

- **Internal Factors:**

These are factors related to the individual's behavior in the workplace, which directly impact their functional performance. They can be clarified as follows:

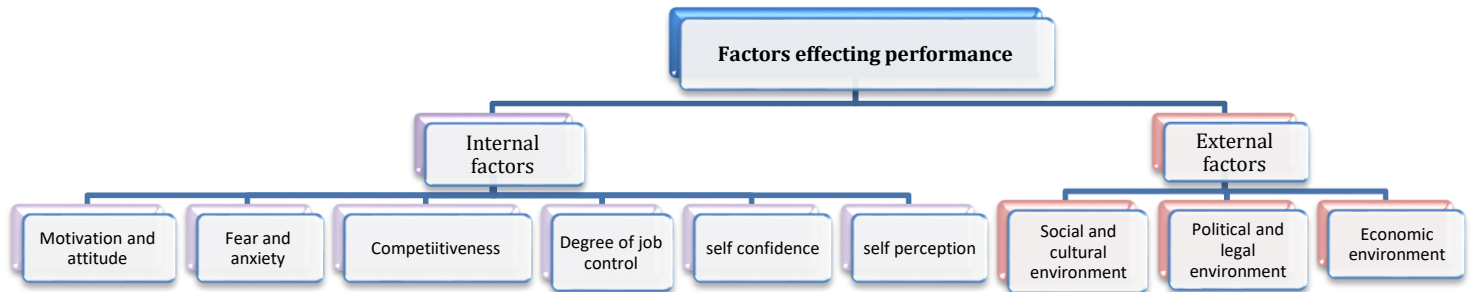
- Dependence and Passivity: Dependence refers to relying on others' assistance, while passivity means reluctance to take initiative. Both traits negatively affect performance.
- Fear and Anxiety: Fear creates a sense of instability, leading to excessive tension. Anxiety, as an emotional state often accompanying fear, results in mental disturbance, hindering cognitive processes and affecting the employee's performance.
- Competitiveness: Increased aggressiveness and competitiveness may enhance performance.
- Ambition and Achievement Motivation: Individuals with high ambition and motivation tend to exhibit higher performance, unlike those lacking these traits.
- Self-Perception: Negative self-perception results in behavioral impacts that reduce performance, whereas positive self-perception enhances it.)Ferkha صفحة 77 ، 2009 ، (77

- **External Factors:**

External factors include a range of elements such as:

- Social and Cultural Environment: Inherited traditions, individualistic tendencies in society, literacy rates, and vocational/technical education programs.
- Economic Environment: The general economic framework of the state (free-market or planned economy).

Figure2: Factors effecting performance



Source: Designed by us

2.2.4. The Effects of Organizational Conflict to Employee Behavior and Performance:

Organizational conflict is a reality in all organizations and is a double-edged sword. It can be negative or positive, depending on its impact on employees' behavior and performance, and consequently on the organization's behavior and performance. If the conflict supports the organization's goals, it is considered constructive and enhances organizational performance. However, if the conflict leads to frustration or hinders achieving these goals, it is deemed destructive and disruptive to the organization's functions. Through this part, we will attempt to highlight the effects of organizational conflict and its relationship to employee behavior and performance.

Positive effects:

- **At the Individual Level:**

Individual conflict can lead to many advantages, including:

- Individual conflict often stimulates outstanding performance to earn trust from others, especially superiors. An example is the delegation of authority to subordinates, which creates enthusiasm and motivation—albeit accompanied by anxiety and tension—to prove oneself and the ability to handle significant responsibilities.

- Conflict activates an individual's critical thinking, enhances analytical skills, and improves their ability to resolve disputes decisively.
- Resolving conflicts may yield direct benefits for individuals, such as salary increases, rewards, lifting disciplinary actions, promotions, or transfers to better organizational positions.
- Internal conflict fosters self-regulation, such as adhering to performance standards despite their difficulty, complying with administrative orders despite challenges, and aligning with prevailing social and ideological norms.)Sayed(477-476 الصفحات ، 2005 ،
- Conflict satisfies psychological needs, particularly for individuals with aggressive tendencies.)Al- hiniti(32 صفحة ، 1993 ،
- **At the Group Level:**

Key positive effects of conflict at the group level (within or between groups) include :

 - When a group engages in conflict with other groups, internal cohesion among its members increases significantly. Competition, rivalry, and perceptions of external threats lead members to overcome individual differences and unite against external groups, enhancing loyalty and the appeal of group membership.)Morsi و Thabet ، (496-495 الصفحات ، 2002
 - When a group is involved in conflict, members focus intensely on efficiently performing their tasks. Efforts are directed toward meeting challenges posed by rival groups. Tolerance for inactive members diminishes, and personal satisfaction becomes secondary, as the group prioritizes task completion and defeating the opposing party.)Al- hiniti(32 صفحة ، 1993 ،
 - Increased emphasis on systems, procedures, and accountability to ensure successful task execution, alongside the development and rigorous implementation of new regulations.)Morsi و Thabet(496-495 الصفحات ، 2002 ،
- **At the Organizational Level**

Conflict often drives management to take positive actions benefiting all parties, such as:

 - Promoting coordination and integration between departments or groups to reduce conflict intensity, especially when these groups share mutual goals.

- Directing management's attention to conflict triggers, such as limited resources, misalignment between organizational and personal goals, unclear policies or strategies, and lack of employee involvement in goal-setting.
- Resolving conflicts between individuals, groups, or management and external stakeholders can foster greater cooperation and mutual satisfaction.
- Conflict may drive structural or policy changes, potentially improving the organization. Conversely, some management scholars argue that conflict can also stem from resistance to change, particularly when changes clash with employee needs or goals.)Sayed(477-476 الصفحات ،2005 ،
- Conflict may reveal hidden truths or information that helps diagnose actual workplace issues.)Al- hiniti(33 صفحة ،1993 ،

Negative effects:

- **At the Individual Level:**

The negative effects of conflict on an individual's behavior, mind, and body include the following:

- Conflict influences individuals' attitudes and perceptions, fostering traits of mistrust, aggression, and hatred. Often, conflict leads individuals to overlook the original goal they were fighting for and instead focus their efforts on undermining one another.
- Conflict may lead to interpersonal problems with colleagues or group members, especially if an individual acts in ways that contradict the goals or standards of their peers. For example, completing tasks ahead of others in a way that harms their colleagues.
- Conflict increases stress on individuals, leading to psychological, emotional, and physical issues such as high blood pressure, elevated heart rate, overuse of sedatives, withdrawal, isolation, depression, disappointment, and loss of self-confidence.
- Behavioral scientists agree that individuals experiencing role conflict act under psychological pressure, resulting in:
 - Actions outside the bounds of administrative decisions.
 - Emotional and sentimental pressures dictating behavior.
 - Dissatisfaction with their own actions.

- Frustration is a key consequence of conflict, arising from an individual's inability to adapt to conflicting situations. Intense conflict triggers strong emotional responses, often accompanied by muscle tension. Affected individuals may struggle with minor issues, find decision-making difficult, and experience anxiety proportional to the conflict's severity.
- Emotional tensions from conflict harm an individual's performance and relationships both within and outside the organization (e.g., family, friends), leading to widespread social issues.)Sayed(470 صفحة ، 2005 ،

- **At the Group Level**

Conflict within or between groups leads to numerous drawbacks, including:

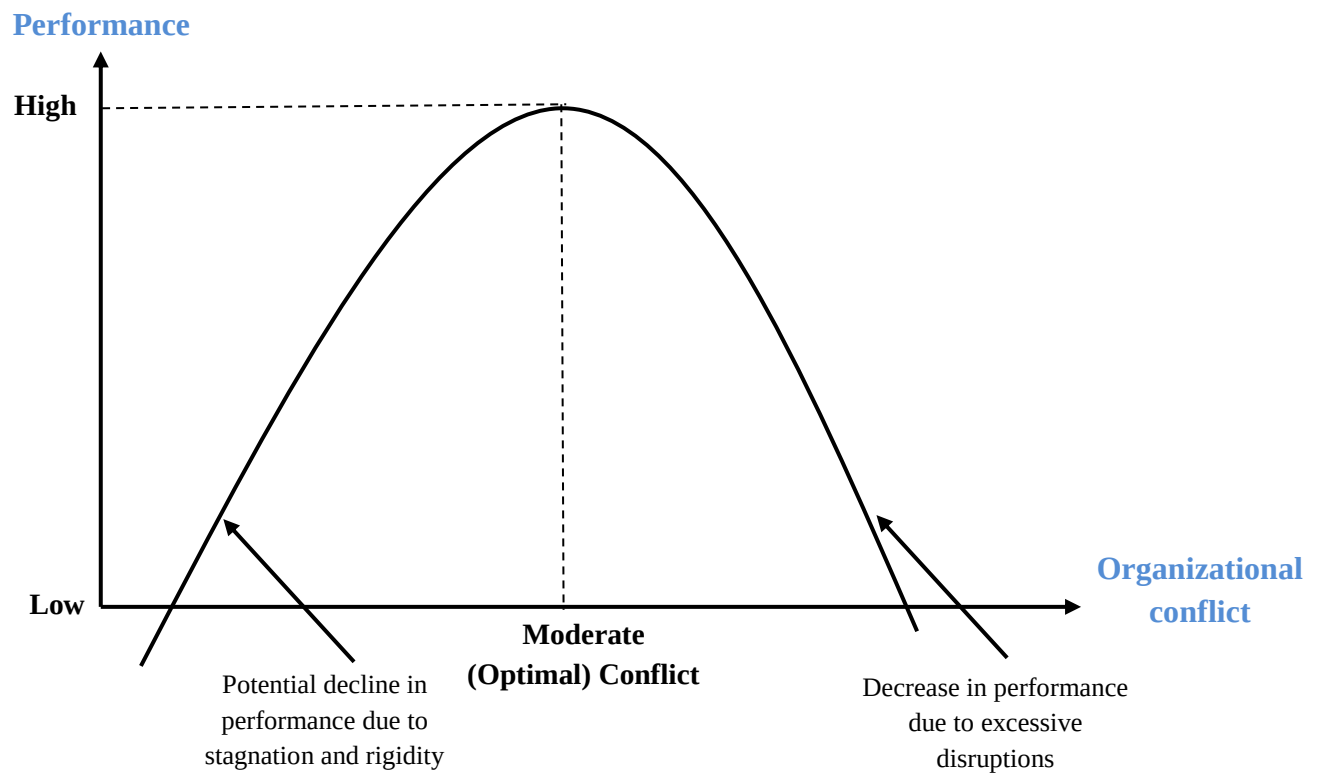
- Reduced group efficiency, affecting overall organizational performance.)Sayed ، (463 صفحة ، 2005
- Excessive cohesion during conflict leads to blind adherence to group norms, sacrificing personal satisfaction to demonstrate loyalty. This can result in groupthink—a deterioration of critical thinking to maintain group solidarity.)Morsi وThabet(495 صفحة ، 2002 ،
- Distorted perceptions of one's own group and others. Groups may overstate their importance while downplaying others' roles.
- Preference for authoritarian leadership during crises, as democratic methods lose appeal.)Morsi و Thabet(498-497 الصفحات ، 2002 ،

- **At the Organizational Level**

The negative effects of organizational conflict include:

- Counterproductive behaviors like absenteeism, slowdowns, aggression, or daydreaming.)Al- sayed(445 صفحة ، 2000 ،
- Authoritarian leadership replacing collaboration, creating an uncomfortable work climate.
- Biased decision-making, prioritizing emotion over rationality and escalating conflict.)salama(221 صفحة ، 2004 ،
- Declining productivity and organizational stagnation.)Al-amyian(388 صفحة ، 2004 ،

Figure03: The Relationship Between Organizational Conflict and Performance



Source: James STONER, Edward FREEMAN, Management, LONDON: Prentice International Edition, Fourth Edition, 1989, p. 393

Table01: The effect of organizational conflict on performance

Cases	Conflict level	Potential impact	Dominant Organizational Characteristics	Performance Level
First	Low or Non-existent	Negative	-Limited ability to adapt to environmental changes. -Limited changes. - Limited attempts at innovation and development. - Rigidity and inertia.	Low
Second	Balanced	Positive	- Positive movement towards goals. - Inclination towards innovation and development. - Serious attempts to solve problems. - Quick adaptation to environmental variables.	High
Third	High	Negative	- Conflict dominance. - Interference in activities. - Division. - Focus on personal conflicts.	Low

Source: Designed by us

Chapter conclusion:

Chapter One provided a comprehensive theoretical framework that explored the concept of organizational conflict and its impact on employee performance. It included a review of previous studies, both Arabic and international, that examined the effects of conflict on job performance and the strategies used for its management. These studies highlighted how organizational conflict influences employee productivity, task accomplishment, and overall workplace dynamics. The chapter also addressed the conceptual definitions of organizational conflict, its forms, levels, and the various factors contributing to its emergence, emphasizing the significance of understanding its characteristics and implications. Furthermore, different conflict management strategies were discussed, along with their effectiveness in minimizing negative outcomes and enhancing employee performance.

CHAPTER 02: METHODOLOGICAL FRAMEWORK AND ORGANIZATIONAL CONTEXT

Introduction:

this chapter is divided into two sections, we will first address the methodological framework, the approach adopted to conduct this study, the methods and tools for data collection and analysis. Then, in the second section, we will discuss the organizational context and provide a general presentation of the host organization: The Production Department at Sonatrach, Regional Directorate (Gassi Touil), which represents the study population consisting of approximately 700 employees. This department was selected due to its operational significance and the presence of complex interactions among employees, which are conducive to the emergence of organizational conflict and variations in job performance. A random sampling technique was used to ensure that the sample adequately represents the broader population. A total of 70 employees were selected to participate in the study, representing 10% of the total workforce. This sample size was considered sufficient to draw meaningful conclusions while maintaining manageability in data collection and analysis. Data was collected using a structured questionnaire designed to assess employees' perceptions of organizational conflict and its impact on their job performance and task execution efficiency.

1. Methodological Framework:

Through this section, we will present the methodological approach that we followed in our study, as well as all the tools and methods we used for data collection and analysis in order to achieve the expected objectives of our study.

1.1. Methodological approach:

To conduct a study, a researcher must select and apply a specific, clearly defined, and suitable method for the subject being examined. The overall strategy chosen to address a research problem is referred to as the research methodology. It is the science concerned with understanding how to systematically carry out research, through which the researcher clarifies the various approaches commonly used to explore the research problem. Accordingly, this scientific process employed in conducting research is known as methodology, and research methods encompass all the techniques and procedures applied throughout the research process. (Mishra & Alok, 2017, p. 03)

Qualitative research focuses on qualitative phenomena related to quality or diversity. This type of research is typically descriptive and involves in-depth investigations into non-numeric data that is difficult to analyze using quantitative methods. (Mishra & Alok, 2017, p. 03)

As part of our work, and with the aim of carrying out our empirical study to address the main research problem as well as the sub-questions, we opted for a qualitative approach. This method will allow us to collect rich and detailed data in order to gain an in-depth understanding of the effects of organizational conflict on employee performance within the enterprise.

This approach will also help us analyze employees' perceptions, attitudes, and feelings towards the conflict situations they may encounter in their work environment, as well as the repercussions of these conflicts on task efficiency and the overall quality of performance.

1.2. Tools and methods of data collection:

To collect data, researchers require a variety of tools and methods. These tools can differ in terms of complexity, interpretation, design, and management. Each tool is specifically suited for gathering particular types of information. Therefore, in order to test hypotheses, the researcher must select the tools that will provide the necessary data for their investigation. (Pandey & Pandey, 2015, p. 57)

In our study, in order to collect as much data and information as possible from key individuals within the enterprise, we used the following methods and tools: documentary analysis, observation, and a questionnaire.

The selected tools had to be appropriate to the objectives of the study and approved by the enterprise's management.

1.3. Document analysis: Document analysis is the systematic process of extracting and interpreting the full range of meanings contained within a text, with the objective of effectively communicating this information to individuals or groups who require it.

1.4. Observation: Observation is an intellectual process that requires both intelligence and deliberate attention. Unlike mere passive seeing, observation is intentional and purpose-driven. It is guided by an organizer or a clearly defined objective, which shapes the direction and focus of the observer. This organized approach enables the observer to concentrate on a specific object or phenomenon with the aim of collecting valuable and relevant information. Through this methodical process, observation becomes a powerful tool for analysis and understanding.

While we were at the Regional Directorate of Sonatrach, Production Department in Gassi Touil, we conducted a systematic and continuous observation process of the employees during the execution of their daily tasks throughout working hours. This approach allowed us to collect valuable information about the internal functioning of the enterprise, its various units, the missions assigned to each department, as well as the management mechanisms adopted. Through this direct observation, we were able to gain a deeper understanding of the organizational dynamics, the interactions between employees, and the work methods applied in this specific context

1.5. The questionnaire: It is a practical tool that facilitates the researcher's ability to connect with a large number of respondents in a short period, through specific questions aimed at obtaining answers that reflect their behaviors.

The questionnaire consists of a set of questions that are closely related to the research topic and are designed based on the methodological stages that must be considered carefully. This is because the hypotheses of the research and their contradictions will emerge in the form of questionnaire questions, which will, in turn, build the research results.

The questionnaire contained **35 questions** distributed over six main dimensions as follows:

- The first dimension: Related to primary data (employee's personal information) and contains **6 questions**
- Titled "**Type of Conflict**" and includes **9 questions**.
- Titled "**Conflict Management Strategies**" and includes **6 questions**.
- Titled "**Employee Performance**" and includes **6 questions**.
- Titled "**Effectiveness in Task Completion**" and includes **4 questions**.
- Titled "**Psychosocial Dimension**" and includes **4 questions**.⁴⁹

- 1.6. Type of sample:** A **non-probability purposive sample** was selected from employees working in the Production Department of Sonatrach – Gassi Touil. The sample included staff from various Divisions within this department. The focus was placed on employees directly involved in production and organizational processes, as they are more likely to experience organizational conflict and thus provide relevant data for the research.
- 1.7. Sample size:** The total sample size consisted of 70 employees. The questionnaire was distributed across all Divisions within the Production Department to ensure broader representation of perspectives. Participants were selected based on their presence during the data collection period and their willingness to take part in the study.
- 1.8. Sample limitations:** Although the sample includes a variety of employees from different Divisions, the use of a non-probability sampling method limits the generalizability of the findings to the entire workforce or to other departments. Therefore, the conclusions drawn are context-specific and bound by the temporal and spatial framework of this particular study.

2. Organizational context:

Through this section, we will present and introduce the enterprise where we carried out our internship, as well as its objectives and main activities. Then, we will move on to the structure of the enterprise.

2.1. Organizational presentation:

Sonatrach: Sonatrach, short for "Société Nationale pour la Recherche, la Production, le Transport, la Transformation, et la Commercialisation des Hydrocarbures," is the state-owned national oil and gas enterprise of Algeria. Established in 1963, Sonatrach plays a crucial role in the exploration, production, refining, transportation, and marketing of petroleum and natural gas resources within Algeria.

The enterprise's operations encompass the entire energy value chain, from upstream activities like oil and gas exploration and drilling to downstream activities like refining and distributing refined products. Sonatrach's significance extends beyond Algeria's borders, as it is one of the world's largest producers of natural gas and holds significant oil reserves.

The enterprise's activities have a substantial impact on Algeria's economy, as a significant portion of the country's revenue is derived from oil and gas exports. Throughout its history, Sonatrach has been involved in international partnerships and collaborations with various global energy companies to jointly develop and operate energy projects.

Given its status as a state-owned enterprise, Sonatrach has played a central role in shaping Algeria's energy policies and strategies. However, the enterprise has faced challenges over the years, including issues related to operational efficiency, transparency, and adapting to changing global energy dynamics. Overall, Sonatrach serves as a key player in the Algerian energy sector and plays a vital role in the country's economy by managing and maximizing the value of its hydrocarbon resources.

Historical overview:

Sonatrach, Algeria's state-owned national oil and gas enterprise, has a rich and eventful history that spans several decades. Here's a comprehensive overview of its history based on the provided information:

1960s: Sonatrach was established on December 31, 1963, as the national oil and gas enterprise of Algeria. During its early years, the Algerian state held a relatively small percentage (4.5%) of exploration perimeters, while French interests controlled a significant portion (67.5%).

Late 1960s to Early 1970s: After the Arab-Israeli War in June 1967, Algeria embarked on a path of nationalization in the oil and gas sector.

Sonatrach signed an agreement with Getty Oil in 1968, acquiring 51% of Getty Oil's interests. In 1971, President Houari Boumedienne initiated the nationalization of all French oil and gas holdings, giving Sonatrach control over Algerian petrochemical resources. This shift involved seizing a 51% share of French petroleum companies' operations.

1980s: In 1980, Sonatrach was divided into four distinct enterprises by a decree published in the official Journal Foreign hydrocarbon companies gained the opportunity to partner with Sonatrach in Algeria's energy sector, initially starting in 1986 and further simplified in 1991. The Sonatrach-Gaz de France accord in 1989 established a compromise price for natural gas imports to France.

2000s:The Algerian parliament passed the hydrocarbon reform bill in 2005, encouraging international oil enterprise (IOC) investment in the sector.

Amendments in 2006 introduced a windfall tax on IOC profits and granted Sonatrach higher participation options in newly discovered projects.

Collaborations with international partners continued, including agreements with Naturgy for natural gas imports and control over the Medgaz pipeline between Algeria and Spain.

Sonatrach-controlled oil tanker Mesdar's brief detention by Iran in 2019 due to mistaken identity amid geopolitical tensions

2020s:Sonatrach's projects and collaborations continued to expand, including developments in photovoltaic plants, LNG storage tanks, and oil and gas discoveries.

Exploration efforts led to significant oil and gas discoveries in various concessions, with partnerships such as Eni playing a vital role.

Amid global energy supply challenges, Sonatrach explored ways to benefit from rising gas prices and sought to increase output and energy collaborations.

Future Plans:

In 2023, Sonatrach announced plans to increase yearly output and sign new agreements with Eni, including electrical supply and hydrogen transport.

Projects include hydrogen and syngas production in Italy and a polypropylene (PP) plant construction in Algeria, highlighting the enterprise's commitment to diversifying energy efforts.

Throughout its history, Sonatrach has evolved from an entity with limited control over resources to a significant player in Algeria's energy landscape, playing a crucial role in domestic and international energy markets while adapting to changing geopolitical and industry dynamics.

Mission and vision of SONATRACH:

- **Mission:** Sonatrach's mission is to responsibly and efficiently manage Algeria's oil and gas resources. It aims to ensure the exploration, production, refining, and distribution of hydrocarbons while contributing to the country's economic growth, energy security, and sustainable development. Additionally, Sonatrach seeks to establish strategic partnerships with international companies, foster innovation, and maintain a leadership position in the global energy sector.

- **Vision:** Sonatrach's vision is to be a global energy leader, recognized for its responsible and innovative management of Algeria's hydrocarbon resources. It aspires to contribute significantly to the country's economic development, energy sustainability, and international partnerships while maintaining high standards of operational excellence and environmental stewardship.(Sonatrach, 2025)

The Regional Directorate of Gassi Touil – Production Department:

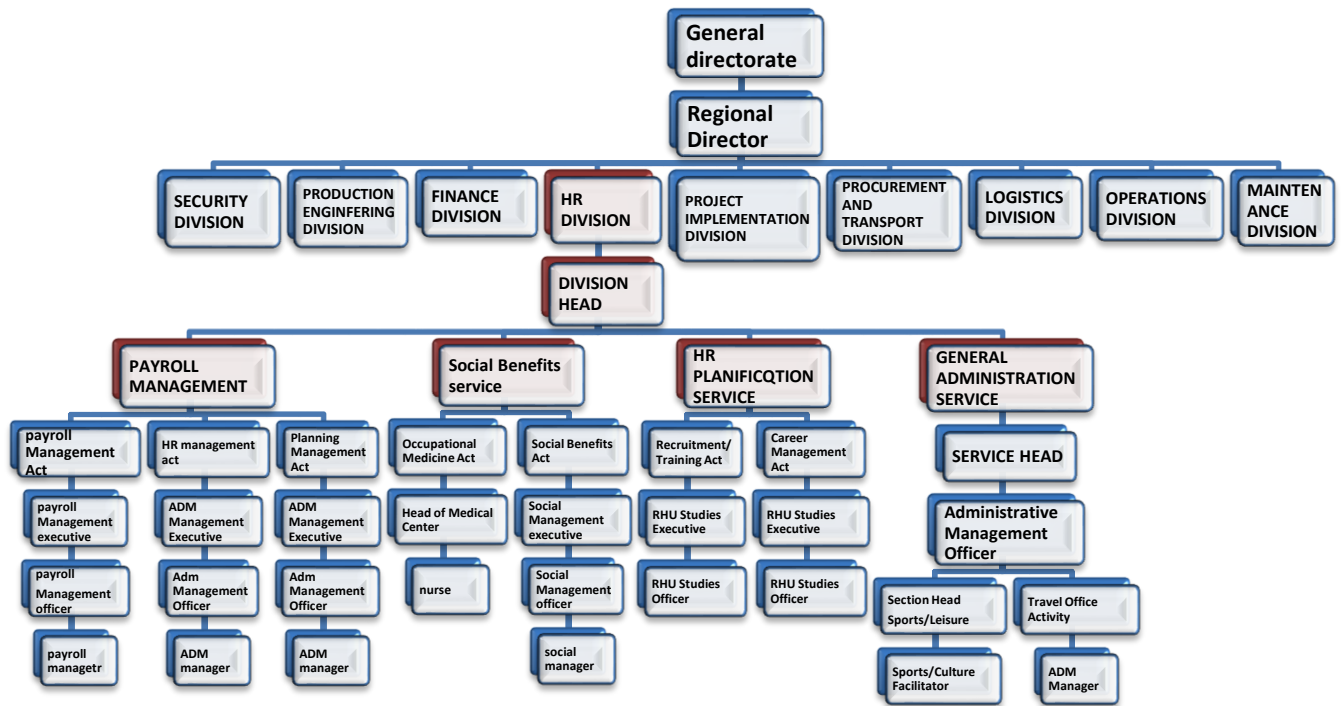
it is one of the ten regional directorates that currently form part of the Production Division of Sonatrach's upstream activities. Located in southeastern Algeria, it plays a crucial role within Sonatrach's network of facilities dedicated to the production and processing of natural gas and hydrocarbons. This directorate oversees the **Gassi Touil field**, a conventional gas field discovered in 1960, with production officially starting in 2013. It is equipped with various basic installations that ensure the production, storage, and dispatching of hydrocarbons. The main components of the directorate include:

- **A Production Center**, which manages the extraction and processing of natural gas.
- **Oil Fields**, where crude extraction and preliminary treatments are performed.
- **An Agricultural Perimeter**, launched within the framework of the Saharan agriculture development policy.

Sonatrach manages production operations at this site, where natural gas is collected not only from Gassi Touil but also from several neighboring fields. The collected gas is then transported to the central processing facility through an extensive **360-kilometer pipeline network**.

The Gassi Touil facility is part of an **integrated project** that encompasses exploration, production, liquefaction, and marketing of **Liquefied Natural Gas (LNG)**. This project strengthens Algeria's capacity to meet both local and international energy demands, highlighting its strategic importance in the region.

Figure 04organigram of the production departement at Sonatrach (Gassi Touil)



Source: Designed by us

CHAPTER 03: RESULTS AND DISCUSSION

Introduction:

The practical aspect of the study represents the crucial phase in which theoretical hypotheses are transformed into tangible empirical results. During this stage, appropriate statistical tools are employed to analyze the data collected through the questionnaire, aiming to reach objective conclusions that contribute to addressing the research problem and verifying the proposed hypotheses.

In this chapter, we will present and analyze the results of the field study conducted on a sample of employees from Sonatrach (Production Department at Gassi Touil), using the statistical software **SPSS**. This software enabled us to perform various statistical analyses, such as measuring the reliability and validity of the questionnaire, testing the normal distribution of data, as well as employing parametric tests to measure correlations and the impact of variables.

Moreover, this chapter includes the interpretation and analysis of the results in a systematic and scientific manner, discussing them in light of previous literature related to organizational conflict and its impact on employee performance and task execution efficiency. Consequently, this chapter will provide a clear and comprehensive understanding of the relationship between organizational conflicts and employee performance, as well as their impact on the level of achievement within the studied institution.

1. Questionnaire Study and Analysis:

1.1. Questionnaire Reliability:

Questionnaire reliability refers to its ability to produce the same results if it is re-administered to the same group under the same conditions. In other words, if the measurements of the same individual are repeated, they should show consistent results, indicating that the score does not change significantly with repetition. Thus, the concept of reliability means that the test is capable of consistently achieving the same results when applied twice to the same group. There are several formulas and statistical methods to calculate questionnaire reliability.

In our study, the reliability of the questionnaire axes was verified by using the cronbach's Alpha coefficient method.

cronbach's Alpha Coefficient Method is one of the most widely used reliability measures by researchers. It measures the reliability of the questionnaire statements, meaning the extent to which the same results or conclusions would be obtained if the same tool were reapplied under similar conditions. There are various ranges for the reliability degree of the **Cronbach's Alpha** coefficient.

Table 02: illustrates the different domains of reliability (Alpha)

(Alpha Value)	(Alpha Significance)
$0.6 > \text{Alpha}$	Insufficient
$0.65 > \text{Alpha} > 0.6$	Weak
$0.70 > \text{Alpha} > 0.65$	Somewhat Acceptable
$0.85 > \text{Alpha} > 0.70$	Fair
$0.90 > \text{Alpha} > 0.85$	Good
$0.90 < \text{Alpha}$	Excellent

Source: El baldawi (2008)

In our study, we used the SPSS software to calculate reliability using Cronbach's Alpha method, and we obtained the following results:

Table 03: Displays the Cronbach's Alpha coefficient for the questionnaire

Questionnaire Axes	Cronbach's Alpha Coefficient	Test Result
The Entire Questionnaire	0,778	Reliable

Source: Prepared by the students based on SPSS V25 outputs

Comment on the above table:

We find that the Cronbach's Alpha coefficient values are high across all axes of the questionnaire, and the overall value for all questionnaire items reached **0.778**, which is greater than the minimum threshold of **0.6**, indicating the reliability of the study tool. It is noteworthy that the closer the Cronbach's Alpha coefficient is to **1**, the higher the reliability.

Thus, the study tool has a good degree of validity and reliability.

2. Distribution Test of Sample Data and Statistical Tools Used in the Study:

The distribution test of sample data is the process of preparing data using all methods, whether mathematical or logical, to reach useful information for decision-making.

2.1. Testing the Normal Distribution of Sample Responses to the Questionnaire

Statements: It is important to determine whether the responses of the sample on the studied variables follow a normal distribution or other probabilistic distributions. Several statistical methods are used to detect the type of distribution, including Kolmogorov-Smirnov Test, Skewness and Kurtosis Calculation and Shapiro-Wilk Test.

The Kolmogorov-Smirnov Test is used if the sample size is greater than or equal to 50, while the Shapiro-Wilk Test is used if the sample size is less than 50. In our study, we will use the Kolmogorov-Smirnov Test.

It is important to remember that there are two types of statistical methods used in hypothesis testing:

- **Parametric Statistical Methods:** These are used when the data distribution is normal.
- **Non-Parametric Statistical Methods:** These are used when the data distribution is not normal.

Table 04:Example of Parametric and Non-Parametric Statistical Methods

/	Parametric Statistical Methods	Non-Parametric Statistical Methods
Difference Test Between Two Means	Independent Samples T-Test	Mann-Whitney Test
Correlation Test Between Two Variables	Pearson	Sperman

Source: designed by us

Therefore, to test the nature of the sample's responses distribution, we use the **Kolmogorov-Smirnov Test**.

Rule: If the significance level (Sig) is greater than 0.05, the data follow a normal distribution.

Table 05:Displays the Results of the Normality Test for the Sample Responses Data

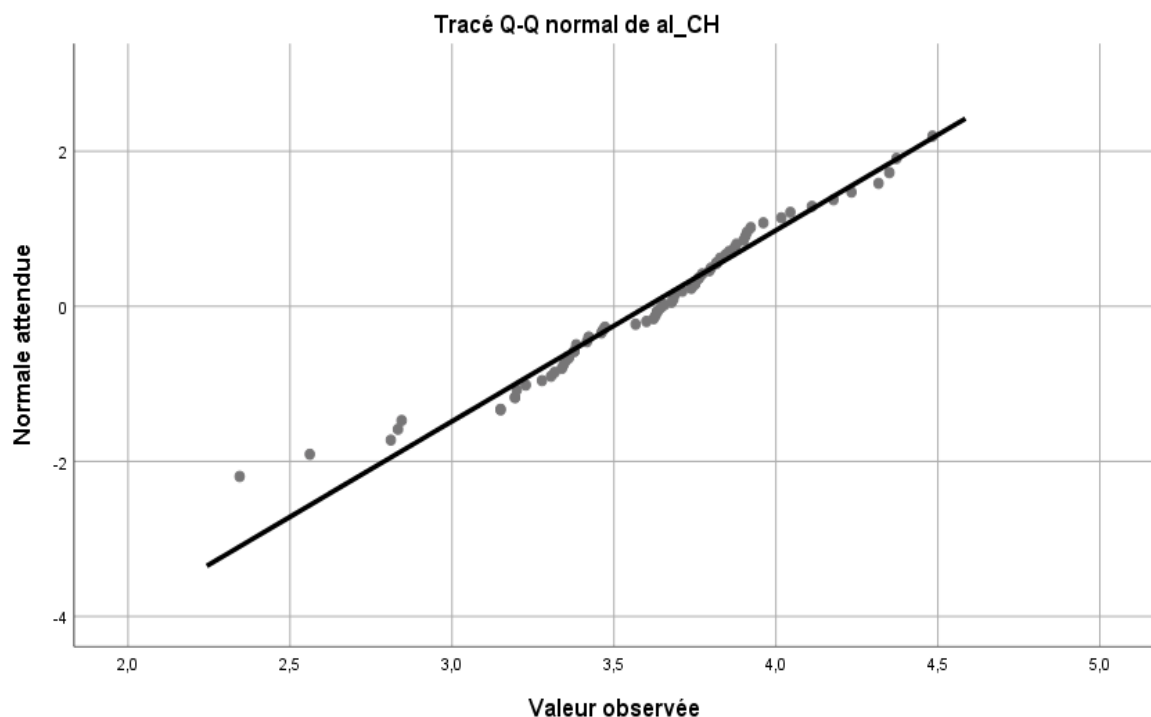
Sample responses data for questionnaire annexes	Test of normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk			Result of the distribution type
	Statistic	Df	Sig	Statistic	df	sig	
The entire questionnaire	0,091	70	0,200	0,972	70	0,119	The data follows a normal distribution
The Shapiro-Wilk test is used if the sample size is less than 50, while the Kolmogorov-Smirnov test is used if the sample size is greater than or equal to 50							

Source: Prepared by the students based on SPSS outputs

From the above table, we observe that the **Kolmogorov-Smirnov Test** results show that the significance level (Sig) for the normality test (**Kolmogorov-Smirnov**) is **greater than 0.05**. This means that the sample responses data for all the questionnaire items follow a **normal distribution**.

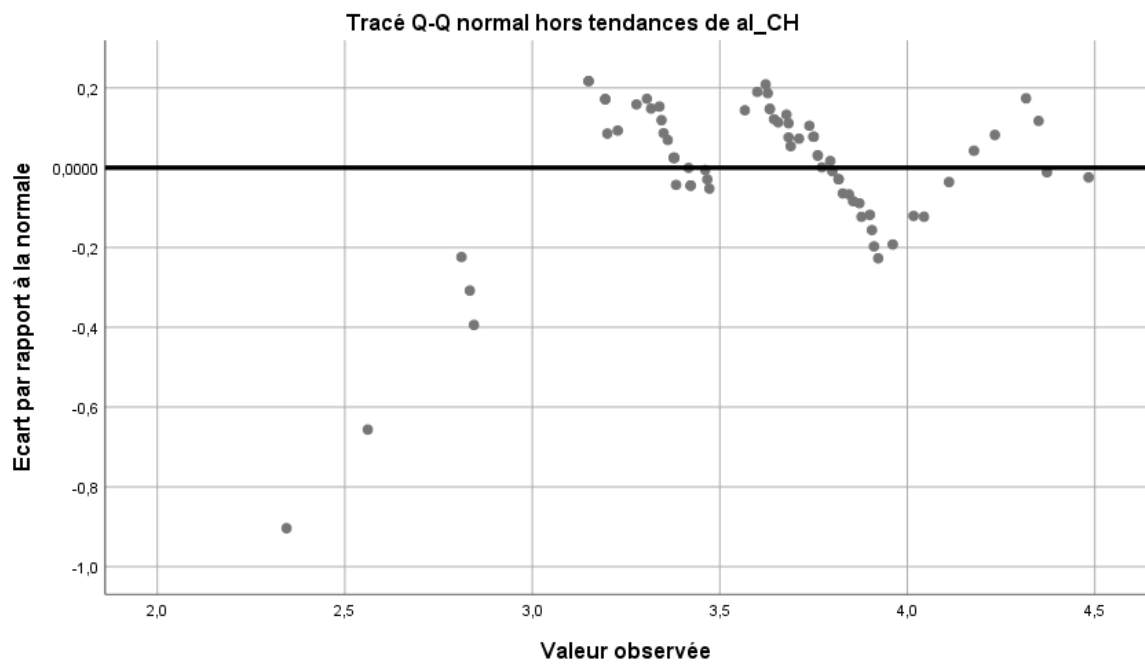
Therefore, in our study, we will use **parametric descriptive and inferential statistical tools** to analyze the responses and opinions of the sample and to test the study hypotheses.

Figure5: Q-Q Plot for the variable al_CH



Source: from SPSS outputs

: Detrended Q-Q Plot for the variable al_CH6Figure 0



Source: from SPSS outputs

2.2. Statistical Tools Used in the Study:

The data were subjected to statistical analysis using the Statistical Package for the Social Sciences (SPSS V25). The following statistical methods were applied:

Table 06: Displays the Statistical Tools Used in Analyzing Questionnaire Data and Testing Hypotheses

Statistical Tool	Description
Frequency, Percentage, and Graphs	To describe the study sample and their responses to the questionnaire items.
Cronbach's Alpha Coefficient	To test the reliability of the questionnaire using the exploratory sample data.
Pearson Correlation Coefficient	Used to measure the direction and strength of the relationship between two variables. It is also employed to verify the questionnaire's validity.
Arithmetic Mean	Represents the average of a set of values or the sum of the studied values divided by their number, to understand the average responses of the respondents to the questionnaire and compare it to the hypothetical mean of 3 since the scoring ranges from 1 to 5. It also helps rank the items based on the highest value.
Standard Deviation	Used to identify the deviation of respondents' responses towards each item or dimension, ensuring the model's validity for hypothesis testing. A value close to zero indicates less dispersion in responses, making the results more credible and of higher quality. It also helps in ranking items or statements with the least dispersion when the weighted arithmetic mean is equal.
Simple Regression	Demonstrates how the independent variable affects the dependent variable, considering the margin of error, which tends towards zero when estimating model parameters. It also helps in judging the acceptance or rejection of the hypothesis through ANOVA analysis and the F statistical value.
Coefficient of Determination (R^2)	Measures the extent of the dependent variable's contribution to the independent variable. It indicates the percentage of the independent variable's effect on the dependent variable, with the remaining percentage attributed to other factors outside the study and to random error.
Kolmogorov-Smirnov	A normal distribution test (Kolmogorov-Smirnov) to determine the type of distribution of the sample data.

Source: designed by us

3. Presentation and Analysis of Study Sample Responses on the Questionnaire Axes:

In this section, we will present and analyze the study data, including personal information as well as data related to the questionnaire axes.

3.1. Presentation and Analysis of Data Related to Personal Characteristics:

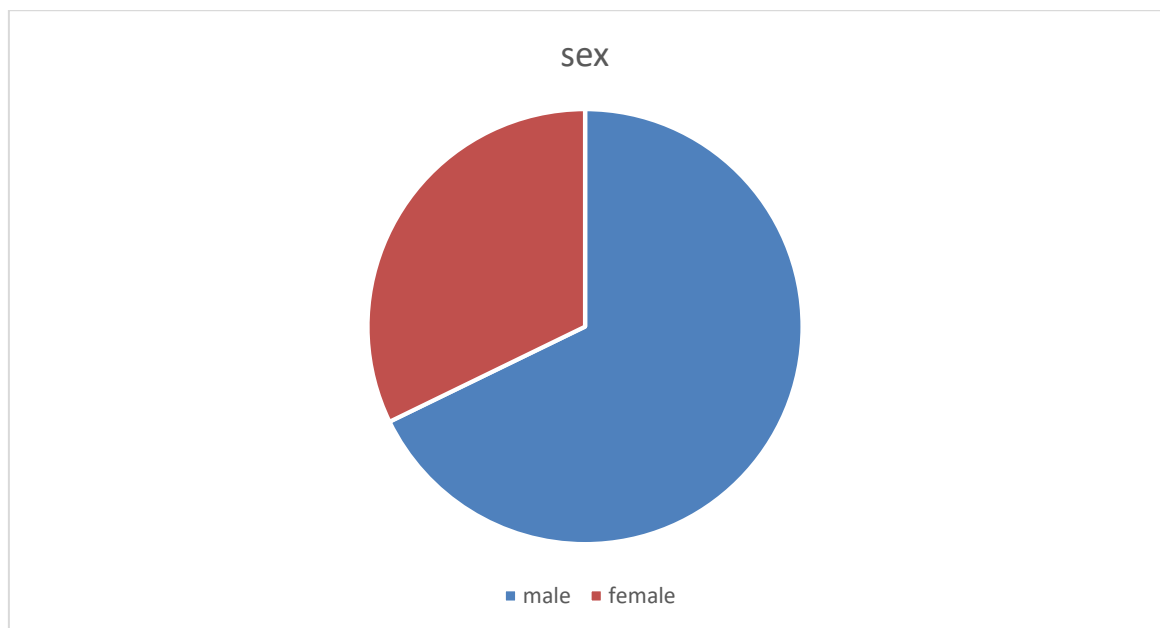
- **Gender:**

Table07: displays the distribution of sample by gender

Response	Frequency	Percentage	Cumulative percentage
Male	56	80%	80%
Female	14	20%	100%
Total	70	100%	

Source: Prepared by the students based on SPSS outputs

Figure 07: Pie Chart displays distribution of Study Sample by gender



Source: designed by us

From the table and figure above, it is clear that the majority of the study sample (80%) are males, while the remaining 20% are females.

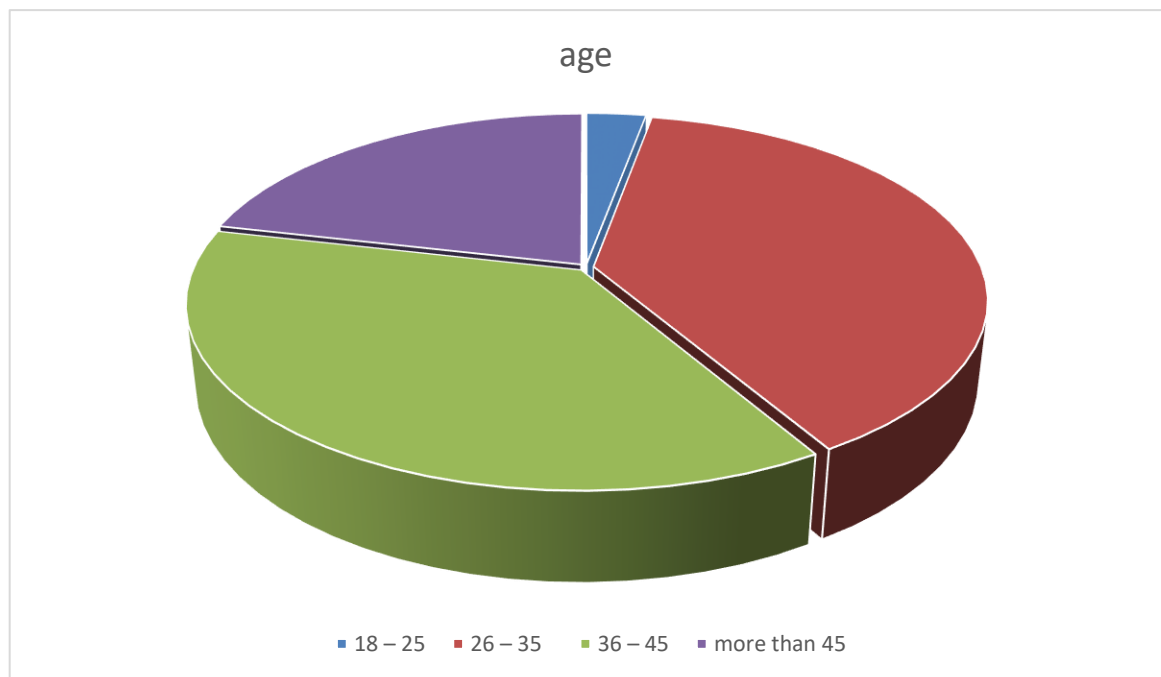
- **Age:**

Table 08: displays the distribution of sample according to age

Response	Frequency	Percentage	Cumulative percentage
18 – 25	2	2.9%	2.9%
26 – 35	27	38.6%	41.4%
36 – 45	26	37.1%	78.6%
more than 45	15	21.4%	100%
Total	70	100%	

Source: Prepared by the students based on SPSS outputs.

Figure 08: Pie Chart displays distribution of Study Sample by age



Source: designed by us

From the table and the corresponding figure, it is evident that the majority of the study sample (38.6%) are aged between 26 and 35 years, while those aged between 36 and 45 years represent (37.1%). The group aged above 45 years accounts for (21.4%), while the remaining (2.9%) are aged between 18 and 25 years

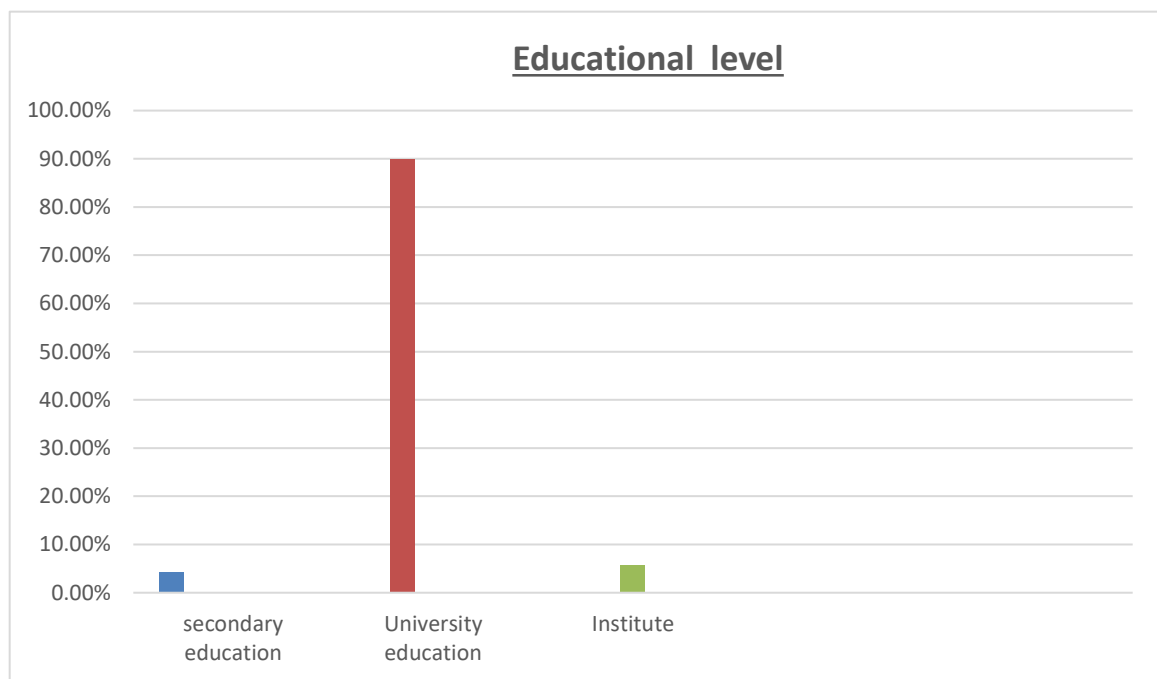
- **Educational level:**

Table 09: displays the distribution of sample according to their educational level

Response	Frequency	Percentage	Cumulative percentage
secondary education	3	4.3%	4.3%
University education	63	90%	94.3%
Institute	4	5.7%	100%
Total	70	100%	

Source: Prepared by the students based on SPSS outputs.

Figure 09: Bar Chart displays distribution of the study sample according to their educational levels



Source:designed by us

From the table and the corresponding figure, it is apparent that the majority of the study sample (90%) have a university education, while those who studied at institutes represent (5.7%), and the remaining (4.3%) have a secondary level of education or less.

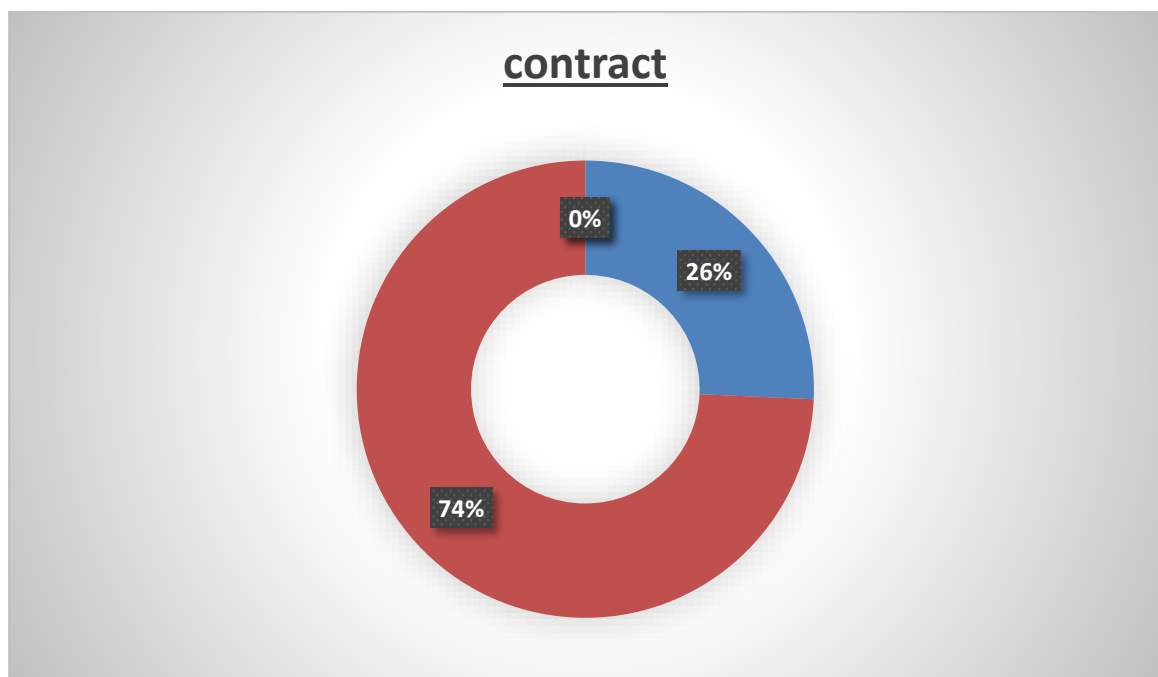
- **The nature of employment contract:**

Table 10: displays the distribution of sample according to the nature of employment contract

Response	frequency	Percentage	Cumulative percentage
Temporary	18	25.7%	25.7%
Permanent	52	74.3%	100%
Total	70	100%	

Source: Prepared by the students based on SPSS outputs.

Figure 010: Donut Chart represents the distribution of the study sample according to the type of employment contract



Source: designed by us

From the table and the figure above, it is clear that the majority of the study sample (74%) have a permanent position, while the remaining (25.7%) are on temporary contracts.

- years of experience:

Table 11: displays the distribution of sample according to years of experience

Response	frequency	Percentage	Cumulative percentage
Less than 1 year	2	2.9%	2.9%
1-5	27	38.6%	41.4%
6-10	12	17.1%	58.6%
More than 10 years	29	41.4%	100%
Total	70	100%	

Source: Prepared by the students based on SPSS outputs.

Figure 011: bar chart represents the distribution of sample according to years of experience



Source: designed by us

From the table and the corresponding figure, it is evident that the majority of the study sample (38.6%) have more than 10 years of work experience. Meanwhile, those with experience ranging from 1 to 5 years represent (38.6%), while those with 6 to 10 years of experience account for (17.1%). The remaining percentage (2.9%) have less than one year of professional experience.

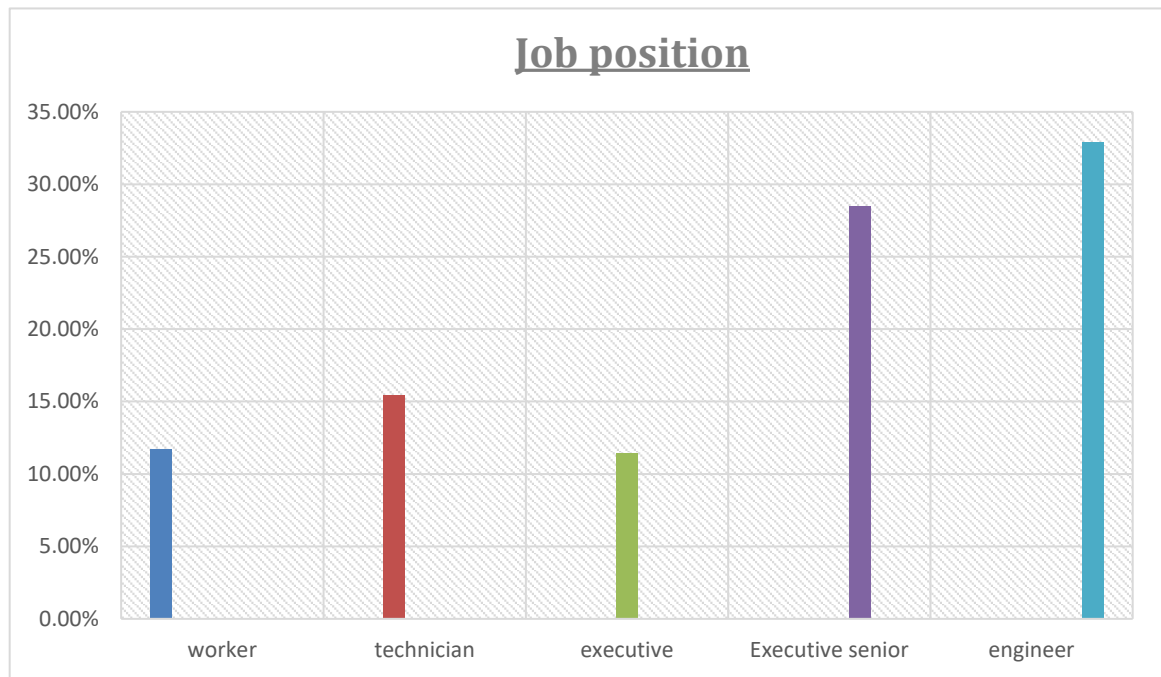
- **Position:**

Table 12:the distribution of sample according to position

Response	Frequency	Percentage	Cumulative percentage
Worker	8	11.4%	11.4%
Technician	11	15.7%	27.1%
Executive	8	11.4%	38.6%
Executive senior	20	28.6%	67.1%
Engineer	23	32.9%	100%
Total	70	100%	

Source: Prepared by the students based on SPSS outputs.

Figure12: bar chart represents the distribution of sample according to job position



Source: designed by us

From the table and the corresponding figure, it is apparent that the majority of the study sample (32.9%) are engineers, while senior executives represent (28.6%). Those occupying the positions of executive and worker each represent (11.4%), while technicians account for (15.7%).

3.2. Presentation and Analysis of the Respondents' Answers on the axes of the Questionnaire:

Table 13: The Five-Point Likert Scale

Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	2	3	4	5

Source: designed by us

To determine the levels of agreement, we used the following statistical tools:

- **Arithmetic Mean:** To identify the average responses of the respondents to the scale items and compare them.
- **Standard Deviation:** To show the dispersion in the responses of the study participants. The closer the value is to zero, the more concentrated the answers are around the mean value, indicating less dispersion.
- **Range:** To determine the class length = (Highest Degree (Strongly Agree) – Lowest Degree (Strongly Disagree)) / Number of Levels. This helps to identify their tendency towards each statement: very high, high, moderate, low, or very low.

To determine the class length using the range: $(1-5) / 5 = 0,8$

Thus, we obtain the following ranges:

Table 14: Degree of Agreement Ranges

Arithmetic mean range	Likert scale	Degree of agreement
[1-1.80[	Strongly Disagree	Very low degree
[1.81-2.60[	Disagree	Low degree
[2.61-.3.40[	Neutral	Medium degree
[3.41-4.20[	Agree	Hight degree
[4.211-5]	Strongly agree	Very Hight degree

Source:designed by us

3.2.1. Presentation and Analysis of the Respondents' Answers on dimension 01 of the Questionnaire Related to: Type of Conflict

Table 15:Analysis results of Respondents' Answers for the type(Relationship Conflict)

NO.	Statement	Arithmetic mean	Standard deviation	Degree of agreement
1	There are personal conflicts between colleagues	3.8143	1.03969	Hight degree
2	There are tensions in personal relationships within the enterprise	3.7143	0.87050	Hight degree
3	Conflicts frequently occur between individuals.	3.7286	0.86680	Hight degree
Relationship Conflict		3.7429	0.71938	Hight degree

Source: Prepared by us based on SPSS outputs.

From the table above, we find that the overall arithmetic mean of the respondents' answers for Axis 01, related to **Task Conflict**, reached ($\bar{x} = 3.74$) with a standard deviation of (0.79), which is less than one. This indicates the convergence of the respondents' opinions, concentrated around the general arithmetic mean, which falls within the range (3.41 to 4.20). This means that the respondents somewhat agree that **Task Conflict** within the studied institution is at a high level, according to their perspective

Table 16: Analysis results of Respondents' Answers for the type (task conflict)

NO.	Statement	Arithmetic mean	Standard deviation	Degree of agreement
1	There are disagreements over the content and nature of tasks.	3.8286	0.86680	Hight degree
2	Employees differ on work priorities.	3.9143	0.88043	Hight degree
3	There are difficulties in agreeing on how to carry out the work.	3.4857	1.09997	Hight degree
Task Conflict		3.7429	0.79282	Hight degree

Source: Prepared by us based on SPSS outputs.

From the table above, we find that the overall arithmetic mean of the respondents' answers for Axis 01, related to **Task Conflict**, reached ($\bar{x} = 3.74$) with a standard deviation of (0.79), which is less than one. This indicates the convergence of the respondents' opinions, concentrated around the general arithmetic mean, which falls within the range (3.41 to

4.20). This means that the respondents somewhat agree that **Task Conflict** within the studied institution is at a high level, according to their perspective.

Table 17: Analysis results of Respondents' Answers for the type (process conflict)

NO.	Statement	Arithmetic mean	Standard deviation	Degree of agreement
1	There are differences in how tasks are carried out.	3.6857	1.11046	Hight degree
2	Employees disagree on task distribution	3.5286	1.20076	Hight degree
3	Problems arise due to ambiguity in procedures	3.6286	0.88746	Hight degree
Process Conflict		3.6095	0.86434	Hight degree

Source: Prepared by us based on SPSS outputs.

From the table above, we find that the overall arithmetic mean of the respondents' answers for Axis 01, related to **Process Conflict**, reached ($\bar{x} = 3.60$) with a standard deviation of (0.86), which is less than one. This indicates the convergence of the respondents' opinions, concentrated around the general arithmetic mean, which falls within the range (3.41 to 4.20). This means that the respondents somewhat agree that **Process Conflict** within the studied institution is at a high level, according to their perspective.

3.2.2. Presentation and Analysis of the Respondents' Answers on dimension 02 of the Questionnaire Related to: Conflict management strategies

Table 18: Analysis results of Respondents' Answers for the dimension (conflict management strategies)

NO.	Statement	Arithmetic mean	Standard deviation	Degree of agreement
	Conflicts are ignored to avoid confrontation.	3.1857	1.32198	Medium degree
1	The importance of disagreements is minimized.	3.2143	1.14072	Medium degree
2	One party yields to maintain relationships.	3.2741	0.97685	Medium degree
3	A compromise satisfying all parties is sought.	3.8714	0.97685	Hight degree
4	A solution that benefits everyone is pursued.	2.8571	0.91559	Medium degree
5	A solution is imposed by force or firmness.	4.1286	1.23107	Hight degree
Conflict Management Strategies		3.42214	0.59839	Hight degree

Source: Prepared by us based on SPSS outputs

From the table above, we find that the overall arithmetic mean of the respondents' answers for Axis 01, related to **Conflict Management Strategies**, reached ($\bar{x} = 3.42$) with a standard deviation of (0.60), which is less than one. This indicates the convergence of the respondents' opinions, concentrated around the general arithmetic mean, which falls within the range (3.41 to 4.20). This means that the respondents somewhat agree that **Conflict Management Strategies** within the studied institution are at a high level, according to their perspective.

3.2.3. Presentation and Analysis of the Respondents' Answers on dimension 03 of the Questionnaire Related to: employee performance

Table 19: Analysis results of Respondents' Answers for the axis of (Individual Performance)

NO.	Statement	Arithmetic mean	Standard deviation	Degree of agreement
1	I meet the set deadlines	4.2857	0.88599	Very Hight degree
2	I ensure work quality	4.32866	0.82920	Very Hight degree
3	I achieve positive results in my work	4.1143	0.90958	Hight degree
Individual Performance		3.5619	0.97231	Hight degree

Source: Prepared by us based on SPSS outputs.

From the table above, we find that the overall arithmetic mean of the respondents' answers for Axis 01, related to **Individual Performance**, reached ($\bar{x} = 3.56$) with a standard deviation of (0.97), which is less than one. This indicates the convergence of the respondents' opinions, concentrated around the general arithmetic mean, which falls within the range (3.41 to 4.20). This means that the respondents somewhat agree that **Individual Performance** within the studied institution is at a high level, according to their perspective.

Table 20: Analysis results of Respondents' Answers for the axis of (team Performance)

NO.	Statement	Arithmetic mean	Standard deviation	Degree of agreement
1	There is a cooperative atmosphere among colleagues	.34286	0.86680	Hight degree
2	Teamwork proceeds harmoniously	.34429	0.88043	Hight degree
3	Projects are managed efficiently	.36429	1.09997	Hight degree
Team Performance		3.5084	0.79282	Hight degree

Source: Prepared by us based on SPSS outputs.

From the table above, we find that the overall arithmetic mean of the respondents' answers for Axis 01, related to **Team Performance**, reached ($\bar{x} = 3.50$) with a standard deviation of (0.79), which is less than one. This indicates the convergence of the respondents' opinions, concentrated around the general arithmetic mean, which falls within the range (3.41 to 4.20). This means that the respondents somewhat agree that **Team Performance** within the studied institution is at a high level, according to their perspective.

3.2.4. Presentation and Analysis of the Respondents' Answers on dimension 04 of the Questionnaire Related to: Task Execution Efficiency

Table 21: Analysis results of the Respondents' Answers on dimension of (Task Execution Efficiency)

NO.	Statement	Arithmetic mean	Standard deviation	Degree of agreement
1	Roles and responsibilities are clear	3.7714	1.06555	Hight degree
2	Work processes run smoothly	3.5286	0.91242	Hight degree
3	Workplace stress is limited	2.9714	1.06283	Hight degree
4	The team can adapt to challenges	3.7286	0.88336	Hight degree
Task Execution Efficiency		3.5000	0.69808	Hight degree

Source: Prepared by us based on SPSS outputs.

From the table above, we find that the overall arithmetic mean of the respondents' answers for Axis 01, related to **Task Execution Efficiency**, reached ($\bar{x} = 3.50$) with a standard deviation of (0.70), which is less than one. This indicates the convergence of the respondents' opinions, concentrated around the general arithmetic mean, which falls within the range (3.41 to 4.20). This means that the respondents somewhat agree that **Task Execution Efficiency** within the studied institution is at a high level, according to their perspective.

Table 22: Analysis of Respondents' Answers for the Dimension: Psychosocial Dimension

NO.	Statement	Arithmetic mean	Standard deviation	Degree of agreement
1	I am satisfied with my work	3.8286	0.96266	Hight degree
2	I am highly motivated	3.2000	1.12417	minde degree
3	I consider the work climate positive	3.2000	0.91049	minde degree
4	The absenteeism rate is low	3. 8286	0.90043	Hight degree
Psychosocial Dimension		3.5143	0.74197	Hight degree

Source: Prepared by us based on SPSS outputs.

related to **Psychosocial Dimension**, reached ($\bar{x} = 3.51$) with a standard deviation of (0.74), which is less than one. This indicates the convergence of the respondents' opinions, concentrated around the general arithmetic mean, which falls within the range (3.41 to 4.20). This means that the respondents somewhat agree that **Psychosocial Dimension** within the studied institution is at a high level, according to their perspective.

4. Testing Study Hypotheses:

Testing statistical hypotheses has become one of the most important features that distinguish field and experimental research. The main objective of hypothesis testing is

to infer the characteristics of the population or some of them from observing the sample taken from it.

4.1. Statistical Steps for Testing Study Hypotheses:

To test the study hypotheses, we follow the following steps:

- **Selecting the Statistical Tools for Hypothesis Testing:** Several factors determine the appropriate statistical method: sample size, the nature and number of variables, and the level of measurement of those variables. In our study, we used the simple-regression model to show how the independent variable affects the dependent variable, taking into account the error term, which tends toward zero when estimating the model's parameters. The decision to accept or reject the hypothesis is then made through an ANOVA (analysis of variance) and the F-statistic.
- **Choosing the significance level adopted in the study for Hypothesis Testing:** In this research, the hypothesis is tested at a specified significance level. A level widely used in the humanities and social sciences is 0.05, known as the alpha (α) value. Testing the null hypothesis at $\alpha = 0.05$ means that the acceptable probability of obtaining similar results purely by chance—or through sampling error—must not exceed 0.05. In other words, we accept a margin of error in the validity of the results no greater than 5 %.
- **Formulating the Null hypothesis and Alternative hypothesis:** Null hypothesis (H_0): typically states that no relationship exists between the two variables (negative formulation).
Alternative hypothesis (H_1): states that a relationship does exist between the two variables (positive formulation). The alternative hypothesis is accepted when the null hypothesis is rejected.
- **Decision-making in hypothesis testing:** We compare the calculated significance value (Sig) produced by SPSS with the significance level 0.05:
If $\text{Sig} \leq 0.05$, we reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1).

5. The results of testing Hypotheses:

5.1. The result of testing the first hypothesis: Organizational conflict has a direct impact on employee performance, with effects that can be either positive or negative depending on the nature and intensity of the Conflict:

- Null Hypothesis (H_0): There is no significant effect of organizational conflict on employee performance within the studied institution
- Alternative Hypothesis (H_1): There is a significant effect of organizational conflict on employee performance within the studied institution.

Simple Linear Regression Model Formulation: To study the relationship between the independent variable (influencing) and the dependent variable (influenced), we rely on the following equation:

$$y = 0,438 + 0,130(x_1) + \varepsilon_i$$

Table 23: represents the simple regression analysis outputs for the first main hypothesis:

ANOVA F-test		Correlation Coefficient (Pearson)	Coefficient of Determination (R²)	T-test Regression Model Coefficients (b0, b1)			
Calculated F Value	Significance Level (SIG)	R	R²	Regression Model Coefficients	B	T	Significance Level (SIG)
1,231	0,271	0,133	0,018	(Constant)	0,438	7,740	0,000
				Type of conflict	0,130	1,110	0,000
We compare the calculated Significance Level (sig) obtained using the SPSS software with the significance threshold set at 0.05 . If Sig is less than or equal to 0.05 , the relationship between the variables is statistically significant. This means we reject the null hypothesis (H₀) and accept the alternative hypothesis (H₁) .							

Source: Prepared by us based on SPSS outputs.

Table Analysis:

The simple linear regression analysis shows the following:

Correlation Coefficient (r): The results indicate that there is no correlation between **Type of Conflict** and **Employee Performance** according to the opinions of the study sample, since **Sig = 0.271** is greater than the significance level of **0.05**.

Conclusion for the First Hypothesis Test: We accept the null hypothesis (H_0) and reject the alternative hypothesis (H_1): There is no significant effect of organizational conflict on employee performance within the studied enterprise.

5.2. Testing the Second Hypothesis: There is a significant effect of organizational conflict on task execution efficiency

- Null Hypothesis (H_0): There is no significant effect of organizational conflict on task execution efficiency within the studied institution.
- Alternative Hypothesis (H_1): There is a significant effect of organizational conflict on task execution efficiency within the studied enterprise.

Simple Linear Regression Model Formulation:

To study the relationship between the independent variable (influencing) and the dependent variable (influenced), we rely on the following equation:

$$y = 3.586 + 0.024(x_1) + \varepsilon_i$$

Table 24 : the simple regression analysis outputs for the second main hypothesis:

ANOVA F-test		Correlation Coefficient (Pearson)	Coefficient of Determination (R²)	T-test Regression Model Coefficients (b0, b1)			
Calculated F Value	Significance Level (SIG)	R	R²	Regression Model Coefficients	B	T	Significance Level (SIG)
0,027	0,870	0,133	0,018	(Constant)	3.586	6,543	0,000
				Type of conflict	0,024	0,165	0,870
We compare the calculated Significance Level (sig) obtained using the SPSS software with the significance threshold set at 0.05 . If Sig is less than or equal to 0.05 , the relationship between the variables is statistically significant. This means we reject the null hypothesis (H₀) and accept the alternative hypothesis (H₁) .							

Source: Prepared by us based on SPSS outputs.

Table Analysis:

The analysis shows that there is no correlation between **Type of Conflict** and **Task Execution Efficiency** according to the study sample's opinions, as **Sig = 0.870** is higher than **0.05**.

Conclusion for the Second Hypothesis Test: We accept the null hypothesis (H₀) and reject the alternative hypothesis (H₁): There is no significant effect of organizational conflict on task execution efficiency within the studied enterprise.

5.3. Testing the Third Hypothesis: There is a significant impact of the psychosocial status on task execution by employee

- Null Hypothesis (H_0): There is no significant impact of the social status on task execution by employees in the institution under study.
- Alternative Hypothesis (H_1): There is a significant impact of the social status on task execution by employees in the institution under study.

Simple Linear Regression Model Formulation:

To study the relationship between the independent variable (influencer) and the dependent variable (influenced), we rely on the following equation:

$$y = 1.378 + 0,604(x_1) + \varepsilon_i \quad \bullet$$

Table 25 : the simple regression analysis outputs for the third main hypothesis

ANOVA F-test		Correlation Coefficient (Pearson)	Coefficient of Determination (R^2)	T-test Regression Model Coefficients (b_0, b_1)			
Calculated F Value	Significance Level (SIG)	R	R^2	Regression Model Coefficients	B	T	Significance Level (SIG)
47.630	0,000	0,642	0,412	(Constant)	1.378	4,386	0,000
				Psychosocial Dimension	0,604	6,901	0,000

We compare the calculated **Significance Level (sig)** obtained using the SPSS software with the significance threshold set at **0.05**. If **Sig** is less than or equal to **0.05**, the relationship between the variables is statistically significant. This means we **reject the null hypothesis (H_0)** and **accept the alternative hypothesis (H_1)**.

Source: Prepared by us based on SPSS outputs.

Table Analysis:

Correlation Coefficient (r):

The results show a positive correlation between **Psychosocial Dimension** and **Task Execution Efficiency** according to the opinions of the study sample, with a Pearson correlation coefficient of **0.642**, indicating a moderate correlation (between ± 0.3 and ± 0.7).

F-Test:

Studying the strength and direction of the relationship does not alone prove the model's validity. Statistically, the significance of the relationship between the two variables (**Psychosocial Dimension** and **Task Execution Efficiency**) must be verified. According to the **F-Test** results from the table, the calculated value is $F_{\text{pal}} = 47.630$, which is statistically significant, given that **Sig = 0.000** is less than the significance level **0.05**. This indicates the simple linear regression model is significant and represents the studied relationship between the two variables.

Hence, the decision for the second sub-hypothesis test is: We Reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1):

There is a significant impact of the social status on task execution by employees in the institution under study.

Coefficient of Determination (R^2):

The coefficient of determination is $R^2 = 0.412$, which falls within the medium explanatory range (0.334 to 0.666). This indicates that the **Psychosocial Dimension** explains **41.2%** of the **Task Execution Efficiency** according to the respondents' opinions about this institution.

In other words, **Psychosocial Dimension** contributes moderately to **Task Execution Efficiency**, meaning that **41.2%** of changes and improvements in **Task Execution Efficiency** are attributed to the **Psychosocial Dimension**, while the remainder is due to other factors.

Significance of Regression Coefficients (Partial Significance of the Model):

- For the **intercept (B_0)** of the model, it is statistically significant because the **Sig = 0.000** is less than **0.05**, so it is included in the regression model.
- For the **regression coefficient ($B_1 = 1.137$)** of the variable **Psychosocial Dimension**, it is significant at a level of **1.046** because **Sig < 0.05**, thus it is included in the model.
- The value of the regression coefficient $B_1 = 1.137$ for the independent variable **Psychosocial Dimension** indicates that an increase of **one unit** in the **Psychosocial Dimension** leads to an improvement in **Task Execution Efficiency** by **1.137 units**.

Therefore, the simple linear regression model representing the relationship between **Psychosocial Dimension** and **Task Execution Efficiency** is:

$$y = B_0 + B_1(x_1) + \varepsilon_i$$

$$\text{Task Execution Efficiency} = 1.137 (\text{Psychosocial Dimension}) + 0.604$$

Conclusion for the Third Hypothesis Test:

We reject the null hypothesis (H_0) and accept the alternative hypothesis (H_1): There is a significant effect of the **Psychosocial Dimension** on **Task Execution Efficiency** within the studied institution, as the **Sig = 0.000** is less than **0.05**.

6. Result presentation:

Through the analysis of responses collected from the Production Department at Sonatrach (Gassi Touil), we observe that the first dimension, related to types of conflict, revealed the predominance of relationship conflicts, which had an overall negative impact on employee performance. However, task-related and process-related conflicts, when present at a moderate level and properly managed, contributed to enhanced innovation and collaboration among colleagues. This finding confirms that certain types of conflict, far from being harmful, can act as a driver of organizational development when managed appropriately.

With regard to the second dimension, concerning conflict management strategies, results highlight that approaches based on constructive confrontation and compromise are perceived as the most effective in improving both individual and team performance. On the other hand, avoidance or the lack of a clear strategy was associated with declining productivity and deterioration of professional relationships, underlining the importance of implementing a proactive conflict management system.

Regarding the third dimension, linked to employee performance, the study revealed a high level of team performance, with an overall average of 3.50, and consistent responses pointing to strong cooperation among colleagues, effective project management, and harmonious teamwork. These results reflect a positive organizational atmosphere, where objectives are generally achieved through proper coordination.

The fourth dimension, related to task execution efficiency, also scored an average of 3.50, indicating a positive perception of well-defined roles, smooth workflow, and the capacity to adapt in the face of professional challenges. These indicators demonstrate a well-organized internal structure and effective management of human and technical resources.

Finally, the fifth dimension, concerning the psychosocial aspect, recorded an average of 3.51. This reflects a relatively satisfying work climate, especially in terms of job satisfaction, low absenteeism, and a generally positive atmosphere. However, some respondents expressed moderate motivation, which may suggest the need to improve psychological incentives and professional recognition mechanisms.

In summary, the results of the survey emphasize that organizational conflicts are not inherently harmful, but their impact strongly depends on how they are managed. Effective conflict management can transform tensions into opportunities for performance and growth, while poor handling can result in negative consequences for the work environment and overall productivity.

7. Discussion of the Study Hypotheses in Light of the Literature Review:

The study tested three main hypotheses related to the impact of organizational conflicts on employee performance and their efficiency in task execution. The following is a comparative discussion between the empirical results and findings from the literature:

Hypothesis 1: There is a significant impact of organizational conflict on employee performance.

The results of the simple regression model did not reveal any significant correlation between the type of conflict and employee performance ($\text{Sig} = 0.271 > 0.05$). Therefore, the hypothesis was not confirmed, and the null hypothesis was accepted.

This finding contradicts certain previous studies, such as that of **salamena(2011)**, which asserted that poorly managed conflicts have a direct negative impact on employee performance due to the stress and demotivation they generate. However, this discrepancy may be explained by the nature of the conflicts in the studied context at Sonatrach, where employees appear to separate organizational tensions from their individual performance.

Hypothesis 2: There is a significant impact of organizational conflict on task execution efficiency.

Here again, the empirical results showed no significant relationship between types of conflict and task execution efficiency ($\text{Sig} = 0.870 > 0.05$), leading to the rejection of the alternative hypothesis.

The literature suggests that poorly structured conflicts can disrupt task coordination and increase errors (**Ongori, 2008**). However, the studied case demonstrates that, despite the presence of conflicts (particularly task and process-related), they seem to be managed at a level that preserves a certain degree of efficiency in task execution—an aspect emphasized by (**Plauchet, 2006**) as being dependent on organizational maturity.

Hypothesis 3: There is a significant impact of the psychosocial dimension on task execution efficiency.

Unlike the first two hypotheses, this one was confirmed by empirical data. The results showed a statistically significant positive correlation between the psychosocial dimension and task execution efficiency, with a correlation coefficient of 0.642 and an R^2 of 0.412 (Sig = 0.000 < 0.05).

These results support the findings of)Kafi(2015 , who indicated that a positive psychological climate (motivation, job satisfaction, and work atmosphere) enhances productivity. The correlation observed at Sonatrach confirms that job satisfaction and employee integration into a positive work environment are key levers for optimizing operational performance.

Conclusion:

After a comprehensive research journey in which we examined the phenomenon of organizational conflict and its impact on employee performance and task accomplishment, we reached a set of findings that allow us to present a holistic view of the research problem. Our study was guided by the belief that organizational conflict, although often perceived as negative, can in fact serve as a catalyst for growth and improvement—provided it is effectively managed. This premise was affirmed through both theoretical insights and empirical data.

Regarding the first sub-question—**what are the factors that lead to workplace conflicts in the Production Department at Sonatrach (Gassi Touil)?**—the study revealed that conflicts stem from a variety of organizational, behavioral, and psychological causes. Among the most prominent were weak communication channels, unclear roles and responsibilities, conflicting interests, work-related stress, and divergent management approaches. The daily interactions among employees at various levels of the hierarchy create fertile ground for tensions, especially in the absence of proactive conflict prevention measures.

As for the second sub-question concerning **the impact of organizational conflict on employee motivation and productivity**, our findings indicate a direct link between unmanaged conflict and deteriorating psychosocial conditions at work. Such conflicts often lead to dissatisfaction, stress, and loss of trust, all of which result in reduced individual and team performance. This may manifest in absenteeism, disengagement, or even resignation.

On the other hand, moderate levels of conflict—when properly managed—can actually enhance performance by encouraging critical thinking, innovation, and constructive competition.

Regarding the third sub-question, which explores **the best strategies for managing conflict in ways that enhance job performance**, the study found that an integrated approach combining confrontation, compromise, and open dialogue is most effective. Furthermore, fostering an institutional culture based on transparency and collaboration plays a crucial role in mitigating the negative effects of conflict. Continuous training in emotional intelligence, effective communication, and problem-solving was also found to be essential for empowering leaders and employees alike to transform conflict into a constructive force.

In conclusion, this research underscores that conflict within organizations is not inherently harmful. Rather, it is a natural and human phenomenon that—if approached wisely—can be a powerful driver of development and performance enhancement. We emphasize the importance of conscious leadership, flexible organizational culture, and well-defined conflict management strategies in turning challenges into opportunities. We hope this thesis contributes both academically and practically to strengthening conflict management practices, particularly in Algeria’s strategic energy sector

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Appendix A:

Questionnaire guide

THE NATIONAL SUPERIOR SCHOOL OF MANAGEMENT
ENSM. UNIVERSITY POLE - KOLEA



Mr/Ms/Mrs

Deep greetings

As part of the preparation for a Master's graduation thesis in Management, specializing in Human Resource Management, titled: "**The Influence of Organizational Conflict Management on Employee Performance and Task Execution Efficiency within the Enterprise** "

We are conducting a field and analytical study at your esteemed company to provide a precise analysis of this topic. The purpose of this study is to examine how workplace conflicts affect employees' productivity, motivation, and task execution

Therefore, we kindly request your cooperation in filling out the attached questionnaire and providing your answers with honesty and objectivity, as this is of great importance for the completion of this study and for encouraging scientific research in general.

Please note that the information you provide will be treated with complete confidentiality and will only be used for scientific research purposes.

Kindly take the time to carefully read the questionnaire statements and indicate the extent of your agreement with the following statements according to the following scale: (Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree)

The students:

Satara Hibatallah, Niboua Heythem

Demographic Information:

Sex:

Male: ☐ Female: ☐

Age:

18 – 25 ☐ 26 – 35 ☐ 36 – 45 ☐ more than 45 ☐

Educational level:

Primary education ☐

Middle education ☐

secondary education ☐

University education ☐

Institute ☐

Job position:

.....

the nature of employment contract:

Temporary ☐

Permanent ☐

Experience years in the organization:

Less than 1 year ☐

1 – 5 ☐

6 – 10 ☐

More than 10 years ☐

1. Type of Conflict:

		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
Relationship Conflict	There are personal conflicts between colleagues.					
	There are tensions in personal relationships within the enterprise					
	Conflicts frequently occur between individuals.					
Task Conflict	There are disagreements over the content and nature of tasks.					
	Employees differ on work priorities.					
	There are difficulties in agreeing on how to carry out the work.					
Process Conflict	There are differences in how tasks are carried out.					
	Employees disagree on task distribution					
	Problems arise due to ambiguity in procedures					

2. Conflict Management Strategies:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
Conflicts are ignored to avoid confrontation.					
The importance of disagreements is minimized.					
One party yields to maintain relationships.					
A compromise satisfying all parties is sought.					
A solution that benefits everyone is pursued.					
A solution is imposed by force or firmness.					

3. Employee Performance:

		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
Individual Performance	I meet the set deadlines					
	I ensure work quality					
	I achieve positive results in my work					
Team Performance	There is a cooperative atmosphere among colleagues					
	Teamwork proceeds harmoniously					
	Projects are managed efficiently					

4. Task Execution Efficiency:

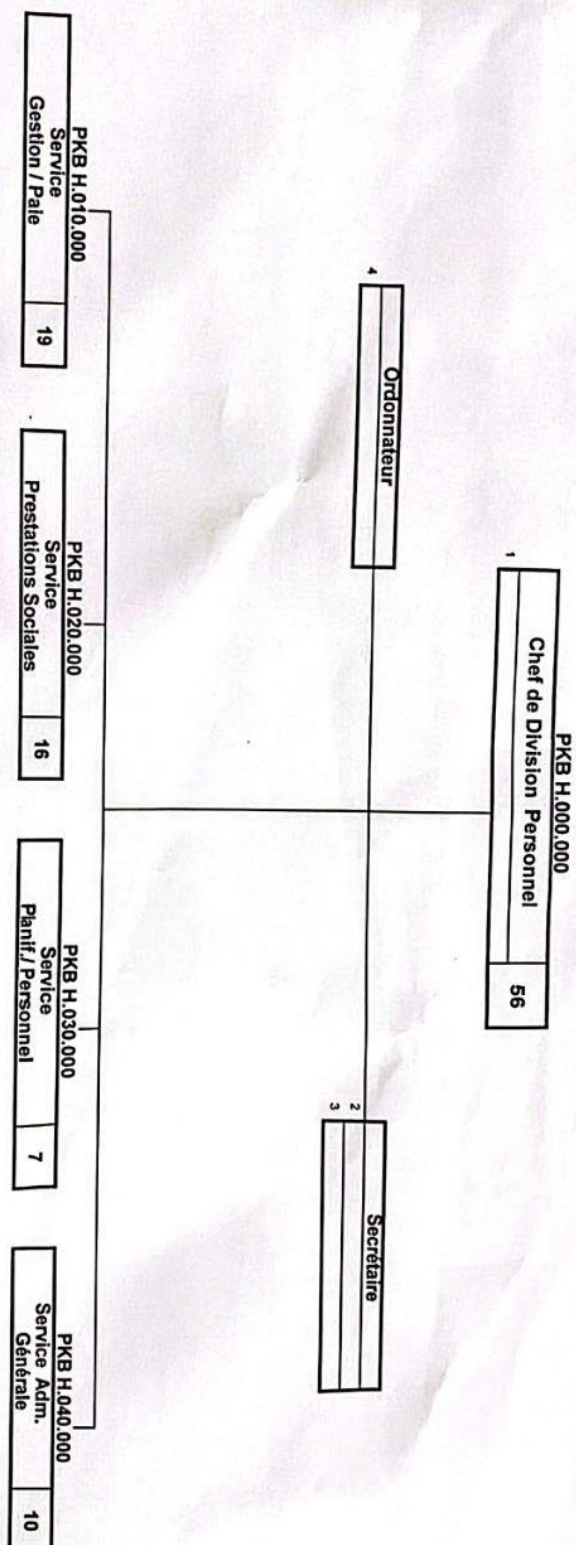
	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
Roles and responsibilities are clear					
Work processes run smoothly					
Workplace stress is limited					
The team can adapt to challenges					

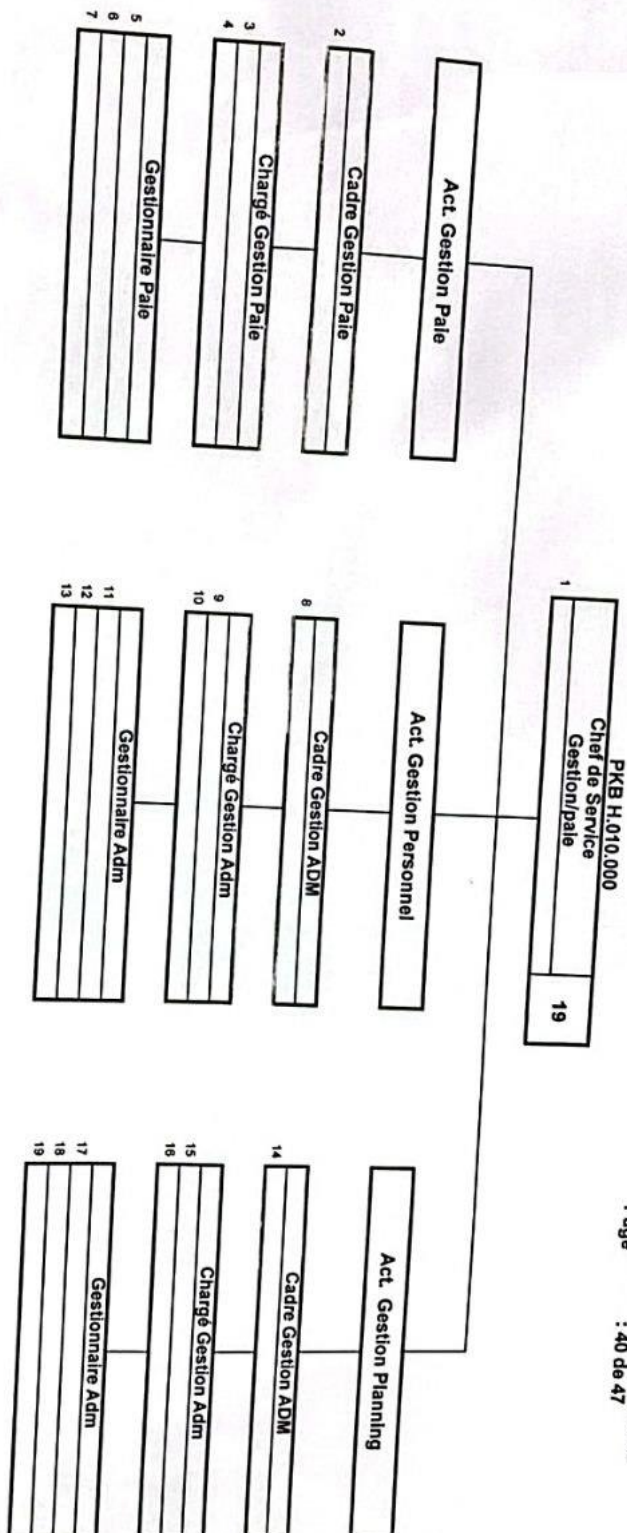
5. Psychosocial Dimension:

	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
I am satisfied with my work					
I am highly motivated					
I consider the work climate positive					
The absenteeism rate is low					

Thank you for your time and cooperation, your answer is very valuable.

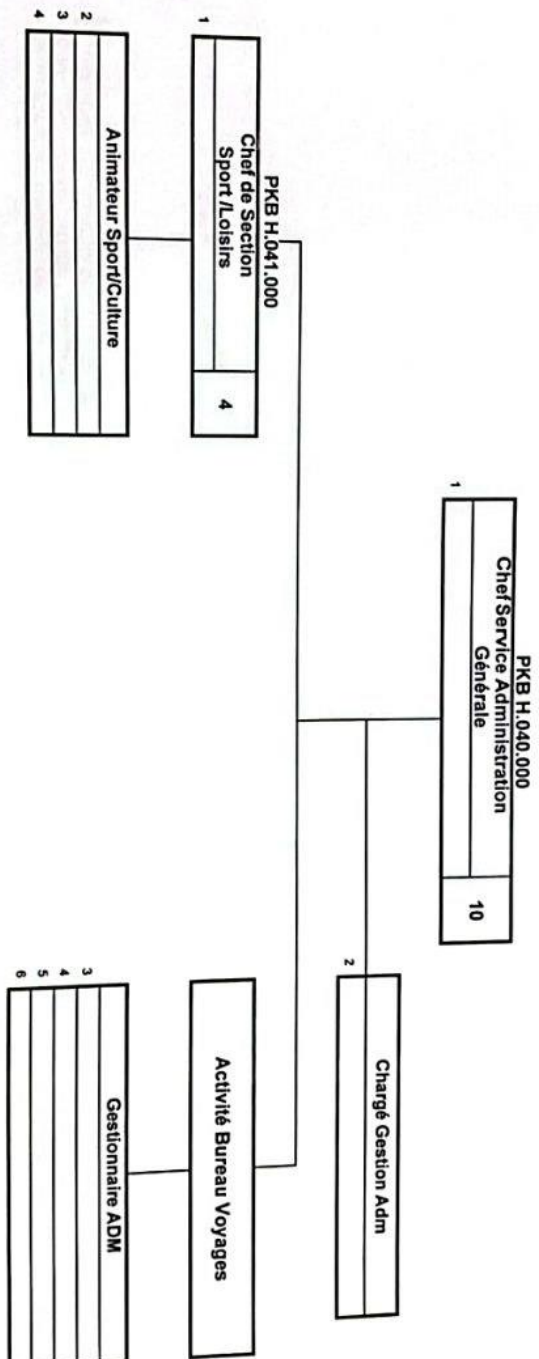
Appendix B: HR Division organigram

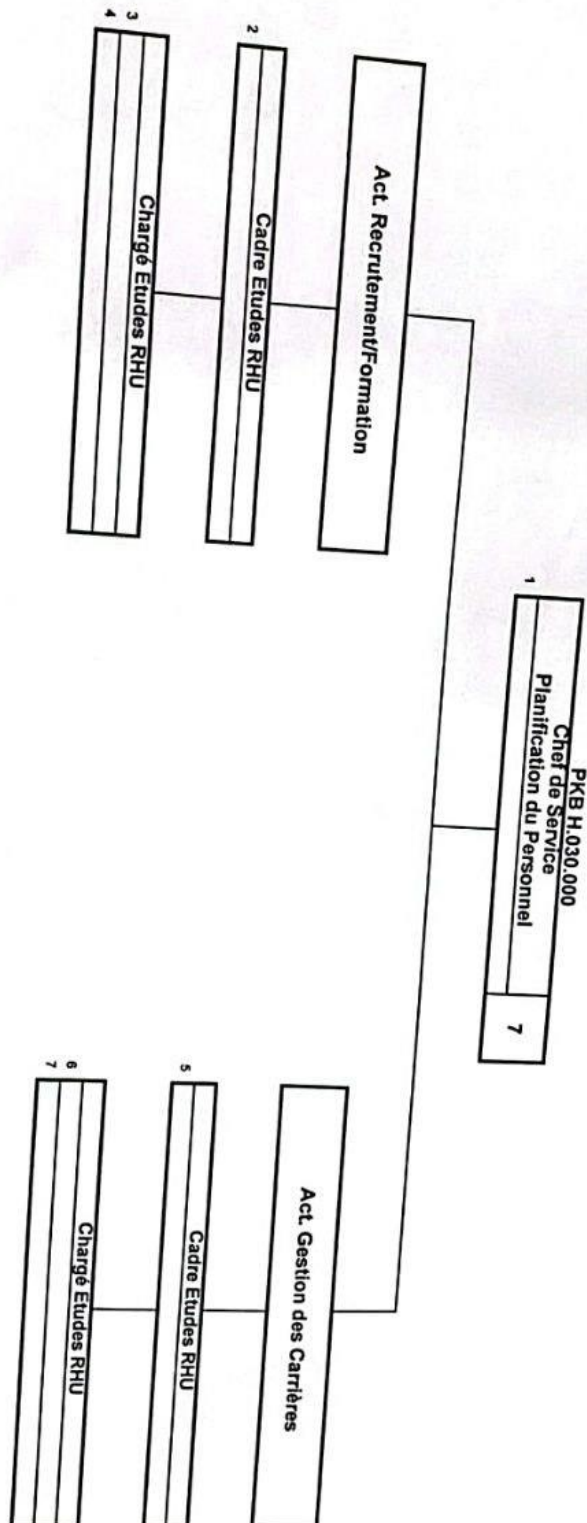




Classement : 28.11.1
 Référence : DPR/GTL-A-005
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Classement : 28.11.1
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Classement : 28.11.1
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Appendix C:103SPSS outputs

Echelle : ALL VARIABLES

Récapitulatif de traitement des observations

		N	%
Observations	Valide	70	100,0
	Exclue ^a	0	,0
	Total	70	100,0

a. Suppression par liste basée sur toutes les variables de la procédure.

Statistiques de fiabilité

Alpha de Cronbach	Nombre d'éléments
,777	29

FREQUENCIES VARIABLES=sex age niveau contrat

/ORDER=ANALYSIS.

Statistiques

		sex	age	niveau	contrat
N	Valide	70	70	70	70
	Manquant	0	0	0	0

Table de frequences:

Sex

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Male	56	80,0	80,0	80,0
	Female	14	20,0	20,0	100,0
	Total	70	100,0	100,0	

Age

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	18-25	2	2,9	2,9	2,9
	26-35	27	38,6	38,6	41,4
	36-45	26	37,1	37,1	78,6
	more than 45	15	21,4	21,4	100,0
	Total	70	100,0	100,0	

Niveau

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	secondary education	3	4,3	4,3	4,3
	University education	63	90,0	90,0	94,3
	Institute	4	5,7	5,7	100,0
	Total	70	100,0	100,0	

Contrat

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Temporary	18	25,7	25,7	25,7
	Permanent	52	74,3	74,3	100,0
	Total	70	100,0	100,0	

FREQUENCIES VARIABLES=expérience

/ORDER=ANALYSIS.

Statistiques

expérience

N	Valide	70
	Manquant	0

Experience

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Less than 1 year	2	2,9	2,9	2,9
	1 – 5	27	38,6	38,6	41,4
	6-10	12	17,1	17,1	58,6
	More than 10 years	29	41,4	41,4	100,0
	Total	70	100,0	100,0	

FREQUENCIES VARIABLES=post

/ORDER=ANALYSIS.

Statistiques

		I meet the set deadlines	I ensure work quality	I achieve positive results in my work	There are disagreements over the content and nature of tasks.
N	Valide	70	70	70	70
	Manquant	0	0	0	0
	Moyenne	3,8143	3,7143	3,7286	3,8286
	Ecart type	1,03969	,87050	,86680	1,11604

Statistiques

		Employees differ on work priorities.	There are difficulties in agreeing on how to carry out the work.	There are differences in how tasks are carried out.	Employees disagree on task distribution
N	Valide	70	70	70	70
	Manquant	0	0	0	0
	Moyenne	3,9143	3,4857	3,6857	3,5143
	Ecart type	,88043	1,09997	1,11046	1,20076

Statistiques

		Problems arise due to ambiguity in procedures	Conflicts are ignored to avoid confrontation.	The importance of disagreements is minimized.	One party yields to maintain relationships.
N	Valide	70	70	70	70
	Manquant	0	0	0	0
	Moyenne	3,6286	3,1857	3,2143	3,2714
	Ecart type	,88746	1,32198	1,14072	,97685

Statistiques

		A compromise satisfying all parties is sought.	A solution that benefits everyone is pursued.	A solution is imposed by force or firmness.	I meet the set deadlines
N	Valide	70	70	70	70
	Manquant	0	0	0	0
	Moyenne	3,8714	4,1286	2,8571	4,2857
	Ecart type	,97685	,91559	1,23107	,88699

Statistiques

		I ensure work quality	I achieve positive results in my work	There is a cooperative atmosphere among colleagues	Teamwork proceeds harmoniously
N	Valide	70	70	70	70
	Manquant	0	0	0	0
	Moyenne	4,3286	4,1143	3,4286	3,4429
	Ecart type	,82920	,90958	,98645	,92683

Statistiques

		Projects are managed efficiently	Roles and responsibilities are clear	Work processes run smoothly	Workplace stress is limited
N	Valide	70	70	70	70
	Manquant	0	0	0	0
	Moyenne	3,6429	3,7714	3,5286	2,9714
	Ecart type	,81713	1,06555	,91242	1,06283

Statistiques

		The team can adapt to challenges	I am satisfied with my work	I am highly motivated	I consider the work climate positive
N	Valide	70	70	70	70
	Manquant	0	0	0	0
	Moyenne	3,7286	3,8286	3,2000	3,2000
	Ecart type	,88336	,96266	1,12417	,91049

Statistiques

		The absenteeism rate is low	Conflict Management Strategies	: Employee Performance	: Type of Conflic
N	Valide	70	70	70	70
	Manquant	0	0	0	0
	Moyenne	3,8286	3,7016	3,4214	3,8738
	Ecart type	,90043	,57798	,59839	,56283

Statistiques

		Task Execution Efficiency	Psychosocial Dimension	al_CH	ch12	ch13	ch14
N	Valide	70	70	70	70	70	70
	Manquant	0	0	0	0	0	0
	Moyenne	3,5000	3,5143	3,6022	3,7524	3,7429	3,6095
	Ecart type	,69808	,74197	,40590	,71938	,79282	,86434

Statistiques

		ch15	ch16
N	Valide	70	70
	Manquant	0	0
Moyenne		3,5619	3,5048
Ecart type		,97231	,77344

Table de fréquences

I meet the set deadlines

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	4	5,7	5,7	5,7
	Disagree	4	5,7	5,7	11,4
	Neutral	9	12,9	12,9	24,3
	Agree	37	52,9	52,9	77,1
	Strongly agree	16	22,9	22,9	100,0
	Total	70	100,0	100,0	

I ensure work quality

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	1	1,4	1,4	1,4
	Disagree	8	11,4	11,4	12,9
	Neutral	9	12,9	12,9	25,7
	Agree	44	62,9	62,9	88,6
	Strongly agree	8	11,4	11,4	100,0
	Total	70	100,0	100,0	

I achieve positive results in my work

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	2	2,9	2,9	2,9
	Disagree	5	7,1	7,1	10,0
	Neutral	11	15,7	15,7	25,7
	Agree	44	62,9	62,9	88,6
	Strongly agree	8	11,4	11,4	100,0
	Total	70	100,0	100,0	

There are disagreements over the content and nature of tasks.

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	3	4,3	4,3	4,3
	Disagree	7	10,0	10,0	14,3
	Neutral	11	15,7	15,7	30,0
	Agree	27	38,6	38,6	68,6
	Strongly agree	22	31,4	31,4	100,0
	Total	70	100,0	100,0	

Employees differ on work priorities.

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	2	2,9	2,9	2,9
	Disagree	3	4,3	4,3	7,1
	Neutral	9	12,9	12,9	20,0
	Agree	41	58,6	58,6	78,6
	Strongly agree	15	21,4	21,4	100,0
	Total	70	100,0	100,0	

There are difficulties in agreeing on how to carry out the work.

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	4	5,7	5,7	5,7
	Disagree	10	14,3	14,3	20,0
	Neutral	15	21,4	21,4	41,4
	Agree	30	42,9	42,9	84,3
	Strongly agree	11	15,7	15,7	100,0
	Total	70	100,0	100,0	

There are differences in how tasks are carried out.

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	5	7,1	7,1	7,1
	Disagree	6	8,6	8,6	15,7
	Neutral	9	12,9	12,9	28,6
	Agree	36	51,4	51,4	80,0
	Strongly agree	14	20,0	20,0	100,0
	Total	70	100,0	100,0	

Employees disagree on task distribution

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	9	12,9	12,9	12,9
	Disagree	4	5,7	5,7	18,6
	Neutral	9	12,9	12,9	31,4
	Agree	38	54,3	54,3	85,7
	Strongly agree	10	14,3	14,3	100,0
	Total	70	100,0	100,0	

Problems arise due to ambiguity in procedures

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Disagree	8	11,4	11,4	11,4
	Neutral	21	30,0	30,0	41,4
	Agree	30	42,9	42,9	84,3
	Strongly agree	11	15,7	15,7	100,0
	Total	70	100,0	100,0	

Conflicts are ignored to avoid confrontation.

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	9	12,9	12,9	12,9
	Disagree	17	24,3	24,3	37,1
	Neutral	7	10,0	10,0	47,1
	Agree	26	37,1	37,1	84,3
	Strongly agree	11	15,7	15,7	100,0
	Total	70	100,0	100,0	

The importance of disagreements is minimized.

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	7	10,0	10,0	10,0
	Disagree	12	17,1	17,1	27,1
	Neutral	16	22,9	22,9	50,0
	Agree	29	41,4	41,4	91,4
	Strongly agree	6	8,6	8,6	100,0
	Total	70	100,0	100,0	

One party yields to maintain relationships.

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	2	2,9	2,9	2,9
	Disagree	15	21,4	21,4	24,3
	Neutral	20	28,6	28,6	52,9
	Agree	28	40,0	40,0	92,9
	Strongly agree	5	7,1	7,1	100,0
	Total	70	100,0	100,0	

A compromise satisfying all parties is sought.

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	1	1,4	1,4	1,4
	Disagree	7	10,0	10,0	11,4
	Neutral	11	15,7	15,7	27,1
	Agree	32	45,7	45,7	72,9
	Strongly agree	19	27,1	27,1	100,0
	Total	70	100,0	100,0	

A solution that benefits everyone is pursued.

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	1	1,4	1,4	1,4
	Disagree	4	5,7	5,7	7,1
	Neutral	7	10,0	10,0	17,1
	Agree	31	44,3	44,3	61,4
	Strongly agree	27	38,6	38,6	100,0
	Total	70	100,0	100,0	

A solution is imposed by force or firmness.

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	11	15,7	15,7	15,7
	Disagree	18	25,7	25,7	41,4
	Neutral	18	25,7	25,7	67,1
	Agree	16	22,9	22,9	90,0
	Strongly agree	7	10,0	10,0	100,0
	Total	70	100,0	100,0	

I meet the set deadlines

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	2	2,9	2,9	2,9
	Disagree	2	2,9	2,9	5,7
	Neutral	2	2,9	2,9	8,6
	Agree	32	45,7	45,7	54,3
	Strongly agree	32	45,7	45,7	100,0
	Total	70	100,0	100,0	

I ensure work quality

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Disagree	3	4,3	4,3	4,3
	Neutral	7	10,0	10,0	14,3
	Agree	24	34,3	34,3	48,6
	Strongly agree	36	51,4	51,4	100,0
	Total	70	100,0	100,0	

I achieve positive results in my work

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	1	1,4	1,4	1,4
	Disagree	4	5,7	5,7	7,1
	Neutral	7	10,0	10,0	17,1
	Agree	32	45,7	45,7	62,9
	Strongly agree	26	37,1	37,1	100,0
	Total	70	100,0	100,0	

There is a cooperative atmosphere among colleagues

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Disagree	16	22,9	22,9	22,9
	Neutral	17	24,3	24,3	47,1
	Agree	28	40,0	40,0	87,1
	Strongly agree	9	12,9	12,9	100,0
	Total	70	100,0	100,0	

Teamwork proceeds harmoniously

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	1	1,4	1,4	1,4
	Disagree	13	18,6	18,6	20,0
	Neutral	15	21,4	21,4	41,4
	Agree	36	51,4	51,4	92,9
	Strongly agree	5	7,1	7,1	100,0
	Total	70	100,0	100,0	

Projects are managed efficiently

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Disagree	6	8,6	8,6	8,6
	Neutral	22	31,4	31,4	40,0
	Agree	33	47,1	47,1	87,1
	Strongly agree	9	12,9	12,9	100,0
	Total	70	100,0	100,0	

Roles and responsibilities are clear

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	2	2,9	2,9	2,9
	Disagree	9	12,9	12,9	15,7
	Neutral	10	14,3	14,3	30,0

	Agree	31	44,3	44,3	74,3
	Strongly agree	18	25,7	25,7	100,0
	Total	70	100,0	100,0	

Work processes run smoothly

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	1	1,4	1,4	1,4
	Disagree	10	14,3	14,3	15,7
	Neutral	17	24,3	24,3	40,0
	Agree	35	50,0	50,0	90,0
	Strongly agree	7	10,0	10,0	100,0
	Total	70	100,0	100,0	

Workplace stress is limited

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	5	7,1	7,1	7,1
	Disagree	21	30,0	30,0	37,1
	Neutral	19	27,1	27,1	64,3
	Agree	21	30,0	30,0	94,3
	Strongly agree	4	5,7	5,7	100,0
	Total	70	100,0	100,0	

The team can adapt to challenges

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	1	1,4	1,4	1,4
	Disagree	7	10,0	10,0	11,4
	Neutral	12	17,1	17,1	28,6
	Agree	40	57,1	57,1	85,7
	Strongly agree	10	14,3	14,3	100,0
	Total	70	100,0	100,0	

I am satisfied with my work

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	2	2,9	2,9	2,9
	Disagree	4	5,7	5,7	8,6
	Neutral	15	21,4	21,4	30,0
	Agree	32	45,7	45,7	75,7
	Strongly agree	17	24,3	24,3	100,0
	Total	70	100,0	100,0	

I am highly motivated

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	4	5,7	5,7	5,7
	Disagree	17	24,3	24,3	30,0
	Neutral	19	27,1	27,1	57,1
	Agree	21	30,0	30,0	87,1
	Strongly agree	9	12,9	12,9	100,0
	Total	70	100,0	100,0	

I consider the work climate positive

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	2	2,9	2,9	2,9
	Disagree	14	20,0	20,0	22,9
	Neutral	25	35,7	35,7	58,6
	Agree	26	37,1	37,1	95,7
	Strongly agree	3	4,3	4,3	100,0
	Total	70	100,0	100,0	

The absenteeism rate is low

		Fréquence	Pourcentage	Pourcentage valide	Pourcentage cumulé
Valide	Strongly Disagree	1	1,4	1,4	1,4
	Disagree	6	8,6	8,6	10,0
	Neutral	11	15,7	15,7	25,7
	Agree	38	54,3	54,3	80,0
	Strongly agree	14	20,0	20,0	100,0
	Total	70	100,0	100,0	

Explorer

Remarques

Sortie obtenue		20-MAY-2025 21:24:08
Commentaires		
Entrée	Données	C:\Users\Pc\Documents\hiéth em.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	70
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur pour les variables dépendantes sont traitées comme manquantes.

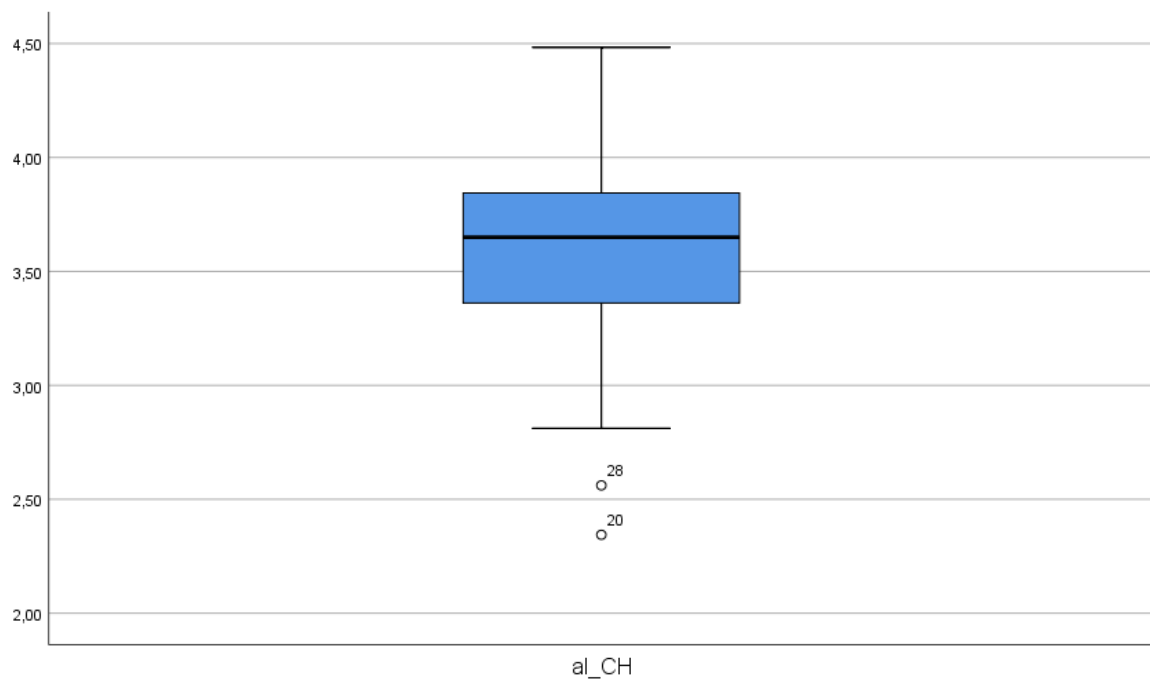
Observations utilisées		Les statistiques sont basées sur des observations dépourvues de valeurs manquantes pour toutes les variables dépendantes et facteurs utilisés.
Syntaxe		EXAMINE VARIABLES=al_CH /PLOT BOXPLOT STEMLEAF /COMPARE GROUPS /STATISTICS DESCRIPTIVES /CINTERVAL 95 /MISSING LISTWISE /NOTOTAL.
Ressources	Temps de processeur	00:00:09,62
Temps écoulé		00:00:14,10

Récapitulatif de traitement des observations

Observations						
Valide			Manquant		Total	
	N	Pourcentage	N	Pourcentage	N	Pourcentage
al_CH	70	100,0%	0	0,0%	70	100,0%

Descriptives

		Statistiques	Erreur standard
al_CH	Moyenne	3,6022	,04851
	Intervalle de confiance à 95 % pour la moyenne	Borne inférieure	3,5054
		Borne supérieure	3,6990
	Moyenne tronquée à 5 %	3,6136	
	Médiane	3,6500	
	Variance	,165	
	Ecart type	,40590	
	Minimum	2,34	
	Maximum	4,48	
	Plage	2,14	
	Plage interquartile	,49	
	Asymétrie	-,491	,287
	Kurtosis	,945	,566



REGRESSION
/MISSING LISTWISE

```

/STATISTICS COEFF OUTS R ANOVA CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT CH2

```

Régression

Remarques

Sortie obtenue		20-MAY-2025 21:25:23
Commentaires		
Entrée	Données	C:\Users\Pc\Documents\hiéth em.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	70
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques sont basées sur des observations dépourvues de valeurs manquantes dans les variables utilisées.

Syntaxe		REGRESSION
		/MISSING LISTWISE
		/STATISTICS COEFF OUTS R ANOVA CHANGE
		/CRITERIA=PIN(.05) POUT(.10)
		/NOORIGIN
		/DEPENDENT CH2
		/METHOD=ENTER CH3.
Ressources	Temps de processeur	00:00:00,00
	Temps écoulé	00:00:00,07
	Mémoire requise	4160 octets
	Mémoire supplémentaire obligatoire pour les tracés résiduels	0 octets

Variables introduites/éliminées^a

Modèle	Variables introduites	Variables éliminées	Méthode
1	: Type of Conflic ^b	.	Introduire

a. Variable dépendante : : Employee Performance

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation	Modifier les statistiques	
					Variation de R- deux	Variation de F
1	,349 ^a	,122	,109	,56486	,122	9,435

Récapitulatif des modèles

Modifier les statistiques			
Modèle	ddl1	ddl2	Sig. Variation de F
1 1		68	,003

a. Prédicteurs : (Constante), : Type of Conflic

ANOVA^a

		Somme des carrés	ddl	Carré moyen	F	Sig.
Modèle						
1	Régression	3,010	1	3,010	9,435	,003 ^b
	de Student	21,697	68	,319		
	Total	24,707	69			

a. Variable dépendante : : Employee Performance

b. Prédicteurs : (Constante), : Type of Conflic

Coefficients^a

		Coefficients non standardisés		Coefficients standardisés		
Modèle		B	Erreur standard	Bêta	t	Sig.
1	(Constante)	1,984	,473		4,195	,000
	: Type of Conflic	,371	,121	,349	3,072	,003

a. Variable dépendante : : Employee Performance

REGRESSION

/MISSING LISTWISE
 /STATISTICS COEFF OUTS R ANOVA CHANGE
 /CRITERIA=PIN(.05) POUT(.10)
 /NOORIGIN
 /DEPENDENT CH4
 /METHOD=ENTER CH3

Régression

Remarques

Sortie obtenue		20-MAY-2025 21:25:59
Commentaires		
Entrée	Données	C:\Users\Pc\Documents\hiéth em.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	70

Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques sont basées sur des observations dépourvues de valeurs manquantes dans les variables utilisées.
Syntaxe		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA CHANGE /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT CH4 /METHOD=ENTER CH3.
Ressources	Temps de processeur	00:00:00,03
	Temps écoulé	00:00:00,09
	Mémoire requise	4160 octets
	Mémoire supplémentaire obligatoire pour les tracés résiduels	0 octets

Variables introduites/éliminées^a

Modèle	Variables introduites	Variables éliminées	Méthode
1	: Type of Conflic ^b	.	Introduire

a. Variable dépendante : Task Execution Efficiency

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation	Modifier les statistiques	
					Variation de R-deux	Variation de F
1	,397 ^a	,157	,145	,64555	,157	12,687

Récapitulatif des modèles

Modifier les statistiques			
Modèle	ddl1	ddl2	Sig. Variation de F
1 1		68	,001

a. Prédicteurs : (Constante), : Type of Conflic

ANOVA^a

		Somme des carrés	ddl	Carré moyen	F	Sig.
Modèle						
1	Régression	5,287	1	5,287	12,687	,001 ^b
	de Student	28,338	68	,417		
	Total	33,625	69			

a. Variable dépendante : Task Execution Efficiency

b. Prédicteurs : (Constante), : Type of Conflic

Coefficients^a

		Coefficients non standardisés		Coefficients standardisés		
	Modèle	B	Erreur standard	Bêta	t	Sig.
1	(Constante)	1,595	,540		2,951	,004
	: Type of Conflic	,492	,138	,397	3,562	,001

a. Variable dépendante : Task Execution Efficiency

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA CHANGE

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT CH4

/METHOD=ENTER CH5.

Régression

Remarques

Sortie obtenue		20-MAY-2025 21:26:53
Commentaires		
Entrée	Données	C:\Users\Pc\Documents\hiéth em.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	70
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur sont traitées comme étant manquantes.
	Observations utilisées	Les statistiques sont basées sur des observations dépourvues de valeurs manquantes dans les variables utilisées.
	Syntaxe	REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA CHANGE /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT CH4 /METHOD=ENTER CH5.
Ressources	Temps de processeur	00:00:00,06
	Temps écoulé	00:00:00,12

Mémoire requise	4160 octets
Mémoire supplémentaire obligatoire pour les tracés résiduels	0 octets

Variables introduites/éliminées^a

Modèle	Variables introduites	Variables éliminées	Méthode
1	Psychosocial Dimension ^b	.	Introduire

a. Variable dépendante : Task Execution Efficiency

b. Toutes les variables demandées ont été introduites.

Récapitulatif des modèles

Modèle	R	R-deux	R-deux ajusté	Erreur standard de l'estimation	Modifier les statistiques	
					Variation de R- deux	Variation de F
1	,642 ^a	,412	,403	,53926	,412	47,630

Récapitulatif des modèles

Modèle	ddl1	ddl2	Sig.	Variation de F
1	1	68	,000	

a. Prédicteurs : (Constante), Psychosocial Dimension

ANOVA^a

	Modèle	Somme des carrés	ddl	Carré moyen	F	Sig.
1	Régression	13,851	1	13,851	47,630	,000 ^b
	de Student	19,774	68	,291		
	Total	33,625	69			

a. Variable dépendante : Task Execution Efficiency

b. Prédicteurs : (Constante), Psychosocial Dimension

Coefficients^a

	Modèle	Coefficients non standardisés		Coefficients standardisés	t
		B	Erreur standard	Bêta	
1	(Constante)	1,378	,314		4,386
	Psychosocial Dimension	,604	,087	,642	6,901

Coefficients^a

	Modèle	Sig.
1	(Constante)	,000
	Psychosocial Dimension	,000

a. Variable dépendante : Task Execution Efficiency

EXAMINE VARIABLES=al_CH

/PLOT BOXPLOT STEMLEAF NPLOT

/COMPARE GROUPS

/STATISTICS DESCRIPTIVES

/CINTERVAL 95

/MISSING LISTWISE

/NOTOTAL.

Explorer

Remarques

Sortie obtenue		20-MAY-2025 21:27:13
Commentaires		
Entrée	Données	C:\Users\Pc\Documents\hiéth em.sav
	Jeu de données actif	Jeu_de_données1
	Filtre	<sans>
	Pondération	<sans>
	Fichier scindé	<sans>
	N de lignes dans le fichier de travail	70
Gestion des valeurs manquantes	Définition de la valeur manquante	Les valeurs manquantes définies par l'utilisateur pour les variables dépendantes sont traitées comme manquantes.
	Observations utilisées	Les statistiques sont basées sur des observations dépourvues de valeurs manquantes pour toutes les variables dépendantes et facteurs utilisés.

Syntaxe		EXAMINE VARIABLES=al_CH /PLOT BOXPLOT STEMLEAF NPLOT /COMPARE GROUPS /STATISTICS DESCRIPTIVES /CINTERVAL 95 /MISSING LISTWISE /NOTOTAL.
Ressources	Temps de processeur	00:00:02,60
Temps écoulé		00:00:01,91

Récapitulatif de traitement des observations

Observations						
Valide			Manquant		Total	
	N	Pourcentage	N	Pourcentage	N	Pourcentage
al_CH	70	100,0%	0	0,0%	70	100,0%

Descriptives

		Statistiques	Erreur standard
al_CH	Moyenne	3,6022	,04851
	Intervalle de confiance à 95 % pour la moyenne		
	Borne inférieure	3,5054	
	Borne supérieure	3,6990	
	Moyenne tronquée à 5 %	3,6136	
	Médiane	3,6500	
	Variance	,165	
	Ecart type	,40590	
	Minimum	2,34	
	Maximum	4,48	
	Plage	2,14	
	Plage interquartile	,49	
	Asymétrie	-,491	,287
	Kurtosis	,945	,566

Tests de normalité

Kolmogorov-Smirnov ^a				Shapiro-Wilk		
	Statistiques	ddl	Sig.	Statistiques	ddl	Sig.
al_CH	,091	70	,200*	,972	70	,119

*. Il s'agit de la borne inférieure de la vraie signification.

a. Correction de signification de Lilliefors

al_CH

al_CH Tracé tige et feuille

Fréquence Stem & Feuille

2,00 Extremes (= <2,6)
3,00 2 . 888
23,00 3 . 111122233333333333444444
33,00 3 . 56666666666666777777778888888899999
9,00 4 . 001123334

Largeur du radical : 1,00
Chaque feuille : 1 observation(s)

