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REFLECTION OF PERSONALITY CHARACTERISTICS ON CONFLICT
MANAGEMENT TECHNIQUES
ANALYTICAL SURVEY OF THE VIEWS OF A SAMPLE OF
UNIVERSITY LEADERS IN TECHNICAL EDUCATION

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ABSTRACT

The purpose of this research is to detect the reflections of personal characteristics as an independent search variable that consists of a number of sub dimensions (Realistic, verification, social, traditional, adventurous, technical) on the techniques of managing epilepsy variable research adopted which consists of a number of sub dimensions are (Problems solution, superior goals, resource expansion, avoidance, softening, reliable leadership, changing the human variable, changing structural variables), as the research was conducted on a sample of the university leaders of the Middle Euphrates Technical University of (118) people academics and administrators in leadership positions For the three administrative levels (upper, middle, executive), their opinions were surveyed according to a questionnaire prepared for this purpose and by the adoption of statistical analysis and processing tools for scientific using the statistical program (SPSS), The result of the research was that the characteristics of the six personality do not work in isolation from its preaching as it does not affect the techniques of conflict management as much as it exchanges the effect combined to influence it despite the association of personal characteristics with the techniques of conflict management was good, and the characteristic of the social pattern has declined in its interaction with dependent variable The avoidance technique was also reduced in the research sample.

INTRODUCTION

First: Theoretical framework for research variables

1. framework for personality characteristics:

Personality plays a key role in success, entrepreneurship and personality is actually a powerful factor for many life and work outcomes and defines personality as the sum of the ways in which one interacts with and interacts with others. Often half personality in terms of measurable attributes that a person displays. (Robbins, 2017: 175) The concept that falls under the term personality is an old concept, perhaps a human or personal foot. It refers to the regularity or consistency that characterizes an individual's behavior and what distinguishes an individual as a person and makes his or her behavior predictable, there are many ways in which this behavior, or predictability, can be interpreted, and almost all of them have been developed at one time or another as a theory of what we call personality (Carson, 2019: 7)

When we talk about someone's personality, we use many qualities to describe how they behave and seem to think; (Leising at al., 2014: 1787), personality assessments have increasingly been used in actually diverse organizational environments, personality tests are useful in hiring decisions and help managers predict who is best for the job(Weber & Dwoskin, 2014: 10)

The Holland model (1959-1997) represents his theory of professional-oriented personality styles, a significant contribution from Holland's work and suggests that professional styles can be classified into six main types: realism, intellectual, artistic, social, adventure and harmonic. (Nye & Rounds, 2019: 3) Each pattern is defined by a range of professional interests, skills and cognitive methods.

Hollands hypothesized that the most creative interests would be, from the most to the least, (artistic, survey, social, adventurous, realistic and traditional). In fact, artistic interests associated with self-reported creative behaviors (Kelly & Kneipp: 2009) and creative thinking methods were found. Artistic interests foresaw artistic creativity and survey interests with scientific creativity (Zhang & Fan, 2007)

Figure1 Holland's classification of character and matching professions

Type	Characteristics of personality	Identical professions
1. Realism: Prefers physical activities that require skill, strength and coordination	- Shy, real, steady, and practical matching	- Mechanic, drill worker, drill press assembly line worker, farmer
2. Investigation: Prefers activities that include thinking, organizing and understanding	- Analytical, original, strange, independent	- Biologist, economist, mathematician, news reporter

3. Social: Prefers activities that include helping and developing others	- Friendly, cooperative and understanding social	- Social worker, teacher, clinical psychologist
4. Conventional: Prefers organized and unambiguous activities that regulate the rules	Compatibility, efficiency, practicality, non-innovative and inflexible	- Accountant, company manager, bank teller, file writer
5. Enterprising: prefers verbal activities in which opportunities are available to influence others and gain power	- Self-confidence, ambition, vitality	- Lawyer, real estate agent, public relations specialist, small business manager
6. Artistic: Prefers mysterious and non-systematic activities that allow creative expression	- Imaginary, undisciplined, perfect, passionate, impractical	- Painter, musician, writer, interior decorator

Source :Robbins, Stephen P.& Judge Timothy A., (2017),"Organizational Behavior, "Edition(17), Pearson Global edition, England.

1. Realistic style: People with mechanical ability, prefer to work with objects, machines, tools, plants or animals, want to work independently, outdoors or openly and practically practice the process (Colquitt et al., 2018: 279).
2. Investigation: Prefers activities involving thinking, organization and understanding (Robbins, 2017: 17)
3. Social pattern: Members of this pattern are those who wish to help others, to inform them or guide them to education, training or development (Scandura, 2019: 111)
4. Traditional: Prefer regulated, rules and non-opaque activities (Robbins, 2017: 17)
5. Adventurous style: The character of this style enjoys convincing others or leading them or outperforming them, tend to be active, sociable, ambitious, and take risks (Colquitt et al., 2018: 279).
6. Artistic style: The owners of this style seek to express themselves using non-agreed artistic methods, and they love activities that require initiative and easily express their emotions. (Boyer, 2005: 103)

In terms of the suitability of a person's job, it refers to the individual's knowledge, abilities and functional requirements (Leng, Goh & Chin, Michelle, Lee, Chin, 2016: 80), and the effort to reconcile the requirements of the job with the characteristics of the personality is described in John Holland's theory of suitability of the job, and there are cultural consequences affecting the fit a person to his or her job and talk to workers' expectations that jobs will be allocated. In individual countries where employees expect to be heard and respected by management, increasing the suitability of the job to the person by adapting the job to the person and this would increase the individual's

satisfaction with the job. However, collective countries consider a person's suitability for a job a weaker indicator of job satisfaction because people do not expect a job to be assigned to them, so they value a person's efforts to be less suitable for a job. Thus, managers in collective cultures should not violate cultural norms by designing jobs for individuals; instead, they should look for people who are likely to thrive on jobs that have already been organized (Lee & Antonakis, 2014:57).

FRAMEWORK FOR CONFLICT MANAGEMENT TECHNIQUES

Definition of conflict:

There was no shortage of definitions of conflict, but the most common is that conflict is understandable. (Wong & Chen, 2014:545) If no one is aware of a conflict, it is generally agreed that there is no conflict. There is also a need to start the process of conflict, opposition or incompatibility, and interaction. We define conflict as a process that begins when one party sees that another party has been or is about to adversely affect something the first party is interested in. Our definition covers a whole range of levels of conflict, from public and violent actions to subtle forms of disagreement. There is no consensus on the role of conflict in groups and organizations. In the past, researchers tended to argue about whether the conflict was uniformly good or bad. These simplistic views eventually gave way to approaches that recognize that not all conflicts are the same and that different types of conflict have different effects. (Robbins, 2017:497) Conflict has been defined in several ways by many authors. Obi defined the dispute as an act of discontent and conflict used by either workers or employers to exert excessive pressure on each other in order to obtain their demands. All others in (Finian & Emerole, 2018:61).

Operations conflict: This refers to a disagreement over the rules and procedures for completing a task, for example when group members disagree about who is responsible for completing a specific assignment. Conflicting processes are associated with low rating, low productivity and poor team performance (Jehn & Mannix, 2001: 238), Results that the reaction of the verb-interaction between the conflicting parties creates consequences, these results may be undefined if the conflict improves group performance, or is dysfunctional if it hinders performance (Robbins, 2017:505).

Functional results: Conflict is constructive when it improves the quality of decisions, affects creativity and innovation, encourages interest and curiosity among group members, provides the means for the problems that are transmitted and the tensions are issued, and promotes self-assessment and change. Moderate conflicts can also generate active feelings so that group members become more active and active and participate in their work (Weingart et al., 2014:451).

Dysfunctional outcomes: The devastating general consequences of the conflict over the performance of a well-known group or organization, as well as uncontrolled conflict, generate sway that resolves common relationships and ultimately destroys the group. Of course, there is a wide range of literature that

documents how dysfunctional contradictions can reduce the effectiveness of the collection (Bailey & Hinds, 2003:615).

Conflict management techniques:

Select (Robbins) Conflict Management Techniques as described in the following table :

Table 1 Conflict management techniques

Problem solving	Face-to-face meeting to identify and resolve the problem through an open discussion.
Super goals	Creating a common goal that cannot be achieved without the cooperation of each of the conflicting parties.
Expanding resources	Increase the supply of a rare resource (e.g., money, upgrade, opportunities, office space).
Avoid	Withdrawal from conflict or repression.
Smooth	Downplaying differences while emphasizing common interests among the conflicting parties.
Reliable leadership	Compromise after each party to the conflict gives up something of value.
Changing the human variable	Allowing the administration to use its official authority to resolve the dispute and then communicate
Changing structural variables	her wishes to the parties concerned.

Conflict-stimulating techniques

Communications	Use vague or threatening messages to increase levels of conflict.
Bringing in strangers	Adding employees to a group with their backgrounds, values, attitudes or management patterns is different from those of current members.
Restructuring of the organization	Reorganize working groups, change rules and regulations, increase interdependence, and make similar structural changes to disrupt the status quo.
Appoint a devil's preacher	Appoint a critic to deliberately debate against the majority positions occupied by the group.

Source: Robbins, Stephen P & Judge Timothy A., (2017), "Organizational Behavior, "Edition(17), Pearson Global edition, England.

Methodology of research

The research methodology includes a presentation of the research problem, its objectives, its importance and its methodology, as well as the society and sample of research, data and information collection tools, statistical analysis and processing tools, research variables and limits, as follows:

Problem of research

Studies and scientific research have covered the theoretical aspect of the independent research variable personality characteristics and variable adopted conflict management techniques, although there is no longer a need to

recognize the two variables from the theoretical side, testing their relationship at the field level in technical education is still a problem. A stand-alone one that needs research and analysis, so the research problem has been formulated with questions that can be presented in the following:

A: What is the level of awareness of the research sample of the personal characteristics of technical education workers?

B. What is the level of awareness of the research sample, conflict management techniques in technical education institutions?

C: Are personality characteristics related to conflict management techniques?

D: Do personality characteristics affect conflict management techniques?

RESEARCH OBJECTIVES:

The research aims to reveal the level of awareness of technical education workers about the nature of the perception of the research sample of independent and accredited variables, as well as the relationship between them.

The importance of research:

The results of the results of the statistical analyses and the observations of field researchers are expected to provide university leaders with digital indicators inspired by the reality of the research sample that will guide them to the strengths and weaknesses in the personal characteristics of workers and their impact on the achievement of technical education institutions techniques Conflict management.

Hypotheses of research:

Based on the questions of the research problem and in order to achieve its objectives, the following hypotheses have been built.

1. Personality characteristics as an independent research variable are linked to conflict management techniques, the research variable adopted, and a relationship of moral significance at the macro and sub-level.

2. Personality characteristics in conflict management techniques have a moral significance at the macro and sub-level.

Methodology of research:

The research adopted a relatively recent methodological technique that emerged in 2003 called Based Research & Meta-Analysis Curriculum, which is one of the pioneers of this approach, a design that contributes to the formulation of plans to gather information that will clarify the objectives of the research in a coherent and systematic manner, and The study (Hoobler & Johnson, 2004:665-676) indicated that it is an approach that is comprehensive, because it is based at the same time on other approaches to reach its goals, it is a reconnaissance approach that achieves data and information from people's opinions and orientations, whether it is a written or oral survey, and the experimental approach, as it is based on Coverage of the phenomena and variables studied on the descriptive approach (Al-Saadi, 2006: 35).

Community and sample research

To enrich the requirements of the applied aspect, and to achieve the objectives and research endeavors, the society and sample research were chosen in accordance with what is intended to achieve it, the Middle Euphrates Technical University in Kufa, whose colleges and institutes are spread over five provinces (Karbala, Najaf, Babylon, Muthanna, Qadisiyah) Identification of the research sample based on an equation (Glenn, 2013), where (118) was responsive to university leaders at the three management levels (upper, middle and executive).

$$n = \frac{N}{1 + Ne^2}$$

N= Community Size n =Required sample size e=questioner level (allowed error)

Data and information collection tools:

1.Theoretical aspect: Books and periodicals (Arabic and foreign), letters and frameworks have been adopted, as well as research and studies published on the Internet.

2.Applied: The following have been adopted:

A: questioner of research: Is the main source of information and data adopted by the researcher, and consisted of (35) paragraph, which covered (14) sub dimensions of the researchers (6) of which represent the characteristics of the personality and (8) represents the techniques of conflict management .

B.The test of validity and consistency was conducted to identify the research as the (alpha-kronbach) coefficient was (0.91) to show the consistency of the questioner paragraphs, and the method (Split- half) was adopted to test the stability of the questioner by finding the coefficient of association between individual and marital paragraphs, as it was found that the coefficient of stability is (0.89) either, The statistical honesty factor was (0.94) and therefore the questioner is valid for its uncles on the research sample.

Statistical analysis and processing tools:

Used with multiple statistical tools, including:

1.Median: One of the measures of centrality that is used in the conduct of studies, and comes through the order of values upward or descendent, where the values are divided into two equal sections in the number, where the broker occupies the middle position technically so that the number of answers is similar to above and below the answer Medium, however, the average answer is within a large group and therefore the number of smaller values is equal to the number of values larger than that(Al-Saidiet al., 2020).

2.Range: The difference between the largest value and the smallest value in the group.

3.Factor Analysis: A statistical method aimed at rotating the axes on which the data lies in order to obtain significant factors that do not change from one analysis to another, and in the process of analysis each method of analysis takes into the development of the reference axes a different doctrine, and these must be rotated The way to put them in specific places is easy to interpret and compare (Al-Saidi& Hasan, 2020)

4.Kendal Correlation Coefficient: Kendall's law relies on signals if the grades compared with the rank in question are greater, they take a positive signal

because with the order of natural numbers, even if they are smaller, they take a negative signal, and the grade correlation coefficient is equal to the ratio. Between the algebraic sum of signals by their real position on the sum of signals when the ranks of the values ranked upwards or descending (Al-Saidi & Saleh, 2020).

5. Alpha-Cronbach coefficient: The (Alpha-Cronbach) equation is used to extract (alpha-cronbach) plants to measure the accuracy of the search questioner, when it exceeds (60%) This indicates acceptance and reflects an agreement and correlation between the phrases of the questionnaires based on Saharan (Al-Saidi et al., 2020: 35).

Research variables and metrics

The measures are an important technique that depends on the application side theories by adopting them as a preliminary tool for testing and analysis processes to prove the validity of the research hypotheses or not, and it shows the ability of the researcher to choose his expressive and precise tools that govern the course of the relationship between the research variables And its dimensions (Al-Saadi & Muhammad, 2013:3) Be searched from two variables and come:

1. Variable personal characteristics: The independent search variable damaged by (6) sub-dimensions (Realistic, verification, social, traditional, adventurous, technical) was covered by (19) paragraphs based on the theoretical frameworks of (Robbins & Judge, 2017).

2. Variable conflict management techniques damaged by (8) sub-dimensions (Problems solution, superior goals, resource expansion, avoidance, softening, reliable leadership, changing the human variable, changing structural variables) covered with (16) paragraphs based on frameworks Theory (Robbins & Judge, 2017).

Scientific methods have been adopted in the construction of the two measures in terms of honesty, consistency and consistency, as well as the experimentation of the overall scale on a female officer sample of (25) persons to discover the intersections and ambiguities in the formulation of his paragraphs after being presented to a sample of arbitrators for arbitration in terms of apparent honesty and content.

Limits OF research

The limits of the search were as follows :

1. Time limits: The field effort took place during the period between K1/2019 and 2/2/2020.

2. Spatial boundaries: The Middle Euphrates Technical University, located in the city of Kufa, the middle Euphrates region, has been chosen as a place for research, as the institutes and faculties of this university are located in five provinces (Babylon, Karbala, Najaf, Muthanna and Qadisiyah).

3. Scientific limits: The research was scientifically defined by its objectives.

THIRD: THE APPLICATION SIDE:

The application side includes the following paragraphs:

1. Test the adequacy of the sample and the level of its significant:

The (KMO) test was adopted to test the adequacy of the research sample and the significant level of this test by a correlation coefficient (Partlet's Test of Sphericity), Kaiser's coefficient was more than (50%), with significant level (0.000) so the sample in terms of size is enough. and the results were as in the Table (2):

Table 2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.575
Bartlett's Test of Sphericity	Approx. Chi-Square
	Df
	Sig.
	1.835E3
	741
	.000

2: Testing Loading Ratios for Questioner Paragraphs

This statistical effort is necessary before the start of testing and analysis of the correlation and effect between the research variables, in order to verify the strength and weakness of the questioner paragraphs, using the method of exploratory analytical analysis, so the statistical effort of this axis will tend to analyze the main factors (Principals Component Analysis), in which the (40%) loading ratios are determined based on (Field, 2009: 647) and determine the degree of excellence by extracting the component matrix first, and then the rotated matrix to look for the strongest saturation ratios.

Through the statistical program (SPSS) the method of analysis (10) factors (roots) that control the direction of the characteristic of the questioner paragraphs of the component matrix, a good number of factors that give way to the researcher to choose the characteristic paragraphs. Statistical analyses of the overall variation of these factors have shown that they are able to interpret the proportion (78.242) One of the factors controlling the questioner vertebrae is the realism of loading ratios, and in order to verify the possibility of obtaining higher loading ratios, the data were analyzed by rotating the data to obtain the rotation matrix, which recommended the optimal solution because it came in higher loading ratios than the component matrix.

Table 3 Total Variance Explained For the roots of the rotation matrix

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.986	25.674	25.674	8.986	25.674	25.674	4.303	12.295	12.295
2	3.799	10.855	36.528	3.799	10.855	36.528	3.572	10.205	22.501
3	3.275	9.357	45.885	3.275	9.357	45.885	3.440	9.828	32.329
4	2.489	7.110	52.995	2.489	7.110	52.995	2.774	7.924	40.253

5	1.957	5.592	58.588	1.957	5.592	58.588	2.560	7.314	47.567
6	1.860	5.313	63.901	1.860	5.313	63.901	2.310	6.600	54.167
7	1.546	4.417	68.318	1.546	4.417	68.318	2.253	6.437	60.604
8	1.236	3.530	71.848	1.236	3.530	71.848	2.229	6.369	66.973
9	1.185	3.385	75.233	1.185	3.385	75.233	2.047	5.848	72.821
10	1.053	3.009	78.242	1.053	3.009	78.242	1.897	5.421	78.242

A: Testing loading ratios for personal characteristics

Seq .	Table (4)\ A: Realism The content of the paragraph	Load ing rate	distingui shes the paragrap h
1.	It is noted that workers are directed to physical activities that require skill and strength	0.805	Saturate d
2.	Employees maintain a high level of coordination and practical matching	0.625	Saturate d
3.	Workers prefer real fixed positions	0.467	Saturate d
4.	Employees are separated from the openness and clarity of the work	0.871	Saturate d
Seq .	B:verification The content of the paragraph	Load ing rate	distingui shes the paragrap h
5.	Employees prefer activities that are thought and organized	0.586	Saturate d
6.	He notes that the workers are directed towards the strange independent roles	0.890	Saturate d
Seq .	C: Social The content of the paragraph	Load ing rate	distingui shes the paragrap h
7.	It is possible to observe the social roles of workers clearly to help and develop others	0.682	Saturate d
8.	Employee friendly behaviors	0.855	Saturate d
9.	The organization's staff is understanding their social roles.	0.816	Saturate d
Seq .	D: traditional The content of the paragraph	Load ing rate	distingu ishes the paragra ph
10.	The behavior of the organization's employees follows unequivocal rules.	0.798	Saturate d
11.	Business in the organization is innovative and has no room for flexibility	0.627	Saturate d
12.	The workers are vague and vague.	0.462	Saturate

			d
13.	Employees tend to pay attention to the molecules and take care of them.	0.712	Saturated
Seq	E: adventurous: The content of the paragraph	Loading rate	distinguishes the paragraph
14.	Workers play ambitious roles to reach their goals	0.764	Saturated
15.	Employees have the confidence and vitality to deal with others	0.465	Saturated
16.	Employees have a linguistic and social ability that depends on persuasion in dealing with others	0.478	Saturated
Seq	F:technical The content of the paragraph	Loading rate	distinguishes the paragraph
17.	The organization's work is not systematic enough to allow creative expression.	0.806	Saturated
18.	Workers play imaginary and emotional roles in their performance.	0.490	Saturated
19.	Workers understand the tastes of others.	0.675	Saturated

B: Testing loading ratios for conflict management techniques

Seq.	Table (5) \ A:Problems solution The content of the paragraph	distinguishes the paragraph	Loading rate
1.	There is positive progress in action due to constructive conflicts.	0.848	Saturated
2.	Constructive conflicts increase my enthusiasm and motivation for action.	0.833	Saturated
Seq.	B:superior goals The content of the paragraph	distinguishes the paragraph	Loading rate
3.	I feel that positive conflict situations at work should be recruited to improve my performance.	0.856	Saturated
4.	Positive labor conflicts lead me to work seriously.	0.581	Saturated
Seq.	C:Resource expansion The content of the paragraph	distinguishes the paragraph	Loading rate

5.	Generally speaking, I feel satisfied with my work.	0.711	Saturated
6.	I'm motivated by the constructive conflict style that the manager uses to improve my job performance.	0.756	Saturated
Seq.	D: avoidance The content of the paragraph	distinguishes the paragraph	Loading rate
7.	The manager is putting off the freshness of conflict questioner for another time.	0.782	Saturated
8.	The manager does not interfere in conflicts between employees of any kind.	0.695	Saturated
Seq.	E: softening The content of the paragraph	distinguishes the paragraph	Loading rate
9.	He has the ability to adapt to the problems of daily emergency work properly and objectively.	0.633	Saturated
10.	Always keep an up close on the changes that are happening in my field.	0.446	Saturated
Seq.	F: reliable leadership\ The content of the paragraph	distinguishes the paragraph	Loading rate
11.	I feel the importance of taking responsibility and exercising discretion, which contributes to increasing my productivity.	0.428	Saturated
12.	The department is working to delegate powers, which relieves the pressure of work on employees	0.529	Saturated
Seq.	G: changing the human variable\ The content of the paragraph	distinguishes the paragraph	Loading rate
13.	I do the work assigned to me with the required efficiency and effectiveness.	0.798	Saturated
14.	I do the work required of me within its time limits without any delay.	0.830	Saturated
Seq.	H: changing structural variables\ The content of the paragraph	distinguishes the paragraph	Loading rate
15.	I try to be in the business and hire them to serve the job.	0.823	Saturated

16.	I don't have a problem doing the job when I move from one interest to another.	0.739	Saturated
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The above test of the questionnaire paragraphs shows that all paragraphs for the variables have exceeded the required loading rate of (40%). This indicates that the members of sample agree with the content of the paragraphs positively, and may note the progress the paragraphs on other paragraphs as well as the progress of dimensions in their loading ratios from other dimensions and this discrepancy carries the accuracy of the observations of individuals about the content of each paragraph, on which the university leaders in technical education are aware of the content of the two variables of research very well.

3: Testing the correlation hypothesis:

The first main hypothesis was that there was a significant correlation between personal characteristics (X) and Conflict management techniques (Y) at the macro and sub-level, and after linking the paragraphs concerning the two variables. Results of Kendall correlation matrix indicated that there was correlation between The variables at the macro and sub-level, and therefore accept the first main hypothesis at the macro and sub-level.

FIGURE 2 Kendall's tau_b correlation matrix

Variables		(X ₁)	(X ₂)	(X ₃)	(X ₄)	(X ₅)	(X ₆)	(Y ₁)	(Y ₂)	(Y ₃)	(Y ₄)	(Y ₅)	(Y ₆)	(Y ₇)	(Y ₈)	X	Y	
Kendall's tau_b	Realistic (X ₁)	Correlation Coeff	1.000	.382**	.414**	.026	.357**	.149	.275*	.296**	.360**	-.003-	.209*	.280**	.263*	.212*	.487**	.298**
	Verification (X ₂)	Correlation Coeff	.382**	1.000	.495**	.270**	.280**	.297**	.215*	.357**	.337**	.141	.261*	.188	.285*	.287*	.641**	.363**
	Social (X ₃)	Correlation Coeff	.414**	.495**	1.000	.379**	.353**	.258*	.192	.406**	.338**	.047	.345*	.163	.359*	.237*	.636**	.378**
	Traditional (X ₄)	Correlation Coeff	.026	.270**	.379**	1.000	.192	.076	.032	.232*	.245*	.095	.239*	-.005-	.234*	.194	.368**	.218*
	Adventurous (X ₅)	Correlation Coeff	.357**	.280**	.353**	.192	1.000	.323**	.107	.260*	.276**	.004	.225*	.229*	.448*	.331*	.553**	.333**
	Technical (X ₆)	Correlation Coeff	.149	.297**	.258*	.076	.323**	1.000	.245*	.348**	.227*	.210*	.229*	.086	.052	.119	.451**	.283**
	Problem solving (Y ₁)	Correlation Coeff	.275*	.215*	.192	.032	.107	.245*	1.000	.471**	.231*	.255*	.130	.374**	.047	.031	.234*	.388**
	superior objectives (Y ₂)	Correlation Coeff	.296**	.357**	.406**	.232*	.260*	.348**	.471**	1.000	.504**	.266*	.407*	.221*	.294*	.300*	.413**	.610**
	resource expansion (Y ₃)	Correlation Coeff	.360**	.337**	.338**	.245*	.276**	.227*	.231*	.504**	1.000	.312**	.526*	.208	.288*	.356*	.411**	.602**
	Avoidance (Y ₄)	Correlation Coeff	-.003-	.141	.047	.095	.004	.210*	.255*	.266*	.312**	1.000	.349*	.206	-.018-	.039	.123	.430**
	Softening (Y ₅)	Correlation Coeff	.209*	.261*	.345**	.239*	.225*	.229*	.130	.407**	.526**	.349**	1.000	.127	.297*	.384*	.341**	.547**
	reliable leadership (Y ₆)	Correlation Coeff	.280**	.188	.163	-.005-	.229*	.086	.374**	.221*	.208	.206	.127	1.000	.335*	.158	.219*	.391**
	changing the human variable (Y ₇)	Correlation Coeff	.263*	.285**	.359**	.234*	.448**	.052	.047	.294**	.288**	-.018-	.297*	.335**	1.000	.608*	.385**	.461**
	changing the structural variable (Y ₈)	Correlation Coeff	.212*	.287**	.237*	.194	.331**	.119	.031	.300**	.356**	.039	.384*	.158	.608*	1.000	.346**	.514**
	personal characteristics (X)	Correlation Coeff	.487**	.641**	.636**	.368**	.553**	.451**	.234*	.413**	.411**	.123	.341*	.219*	.385*	.346*	1.000	.444**
	Conflict management techniques (Y)	Correlation Coeff	.298**	.363**	.378**	.218*	.333**	.283**	.388**	.610**	.602**	.430**	.547*	.391**	.461*	.514*	.444**	1.000

4: Testing impact relationships

The hypothesis of the second main study stated that (it entails a significant effect of personal characteristics in Conflict management techniques), and in the light of this hypothesis the equation of simple regression indicates that personal characteristics affect Conflict management techniques, and in the light of this relationship a functional relationship has been formulated between Personal characteristics (X) and Conflict management techniques (Y), this relationship is represented by the equation of simple regression:

$$Y = a + \beta X$$

This relationship means that Conflict management techniques (Y) is a real function of personal characteristics (X), and the following is the estimated relationship and the value of its statistical indicators calculated at the level of the study sample of (118), and the slope equation was as follows:

Conflict management techniques = 3.497 + (0.521) (personal characteristics)

It is clear from tables (6, 7, 8) the contrast analysis of the relationship between personal characteristics and Conflict management techniques

Table 6 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.521 ^a	.272	.256	.89472

a. Predictors: (Constant), X

Table 7 ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.325	1	14.325	17.895	.000 ^a
	Residual	38.425	48	.801		
	Total	52.750	49			

a. Predictors: (Constant), X

b. Dependent Variable: y

Table 8 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.497	1.026		3.408	.001
	personal characteristics	.563	.133	.521	4.230	.000

a. Dependent Variable: y

The calculated (F) value is big than its scheduled value, at significant level (0.000) and degree of freedom (1.48), which indicates that the regression

curve is good for describing the relationship between (X) and (Y), and according to the t test, the value is (tx =4.230).

In view of the slope equation, the constant indicates (a =3.497), which means that there is a conflict management techniques of (3.497) even if the value of the personal characteristics (X) is equal to zero.

The marginal slope angle of ($\beta = 0.521$) associated with (X) means that a change of (1) in personal characteristics will result in a change of (0.521) in Conflict management techniques, which is significant coefficient.

The selection coefficient has determined a coefficient of (0.272) which means that (0.272) of the variation in Conflict management techniques (Y) is indicated variation (X) and remains (0.728) of variance explained by other factors that did not enter the regression model, and on the basis of these indicators the second main hypothesis accepted.

At the sub-level, the second main hypothesis was derived from a sub hypothesis (there is a effect relationship to the dimensions of personal characteristics in Conflict management techniques).

In the light of this relationship, a functional relationship has been formulated between the dimensions of personal characteristics ($X_1, X_2, X_3, X_4, X_5, X_6$) and Conflict management techniques (Y), as the dimensions of personal characteristics affect at the same time the Conflict management techniques, and this relationship was represented by the equation of multiple regression:

$$Y = a + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + B_5X_5 + B_6X_6$$

This relationship means that Conflict management techniques (Y) is a real function of the dimensions of personal characteristics ($X_1, X_2, X_3, X_4, X_5, X_6$), and the following is the estimated relationship and the value of its statistical indicators calculated at the level of the study sample of (118), and the slope equation was as follows:

Conflict management techniques= 3.908 + (0.106) (Realistic) + (0.199) (verification) + (0.097) (social) + (-0.021) (traditional) + (0.204) (adventurous) + (0.137) (technical)

It is clear from tables (9, 10, 101) analysis of the contrast of the relationship between personal characteristics and Conflict management techniques

Table 9 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533 ^a	.284	.184	.93745

a. Predictors: (Constant), f, a, d, b, e, c

Table 10 ANOVA^b

Model	Sum of Squares	df	Mean Square	F	Sig.
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1	Regression	14.961	6	2.494	2.837	.020 ^a
	Residual	37.789	43	.879		
	Total	52.750	49			

a. Predictors: (Constant), f, a, d, b, e, c

b. Dependent Variable: y

Table 11 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.908	1.322		2.955	.005
	Realistic	.089	.132	.106	.679	.501
	Verification	.116	.102	.199	1.133	.264
	Social	.080	.169	.097	.475	.637
	Traditional	-.021	.160	-.021	-.129	.898
	Adventurous	.145	.116	.204	1.251	.218
	Technical	.101	.112	.137	.898	.374

a. Dependent Variable: y

The calculated (F) value is big than its scheduled value, significant level (0.020) and degree of freedom (6.43), which indicates that the regression curve is good for describing the relationship between conflict management techniques (Y) and dimensions of personal characteristics (X₁, X₂, X₃, X₄, X₅, X₆), and according to the test (t), the value of (tx₁ = 0.679, tx₂ = 1.133, tx₃ = 0.475, tx₄ = -0.129, tx₅ = 1.251, tx₆ = 0.898).

In view of the slope equation, the constant indicates (a = 3.908), which means that there is a conflict management techniques of (3.908) even if the value of the dimensions of personal characteristics is equal to zero.

The marginal slope angle $\beta_1 = (0.106)$ associated with (x) means that a change of (1) in Realistic will result in a change of (0.106) in conflict management techniques, which is an insignificant coefficient.

The marginal slope angle of $\beta_2 = (0.199)$ associated with (x) means that a change of (1) in verification will result in a change of (0.199) in Conflict management techniques, which is an insignificant coefficient.

The marginal slope angle $\beta_3 = (0.097)$ associated with (x) means that a change of (1) in social will result in a change of (0.097) in Conflict management techniques, which is an insignificant coefficient.

The marginal slope angle $\beta_4 = (-0.021)$ associated with (x) means that a change of (1) in traditional will result in a change of (-0.021) in Conflict management techniques, which is an insignificant coefficient

The marginal slope angle of $\beta_5 = (0.204)$ associated with (x) means that a change of (1) in the adventurous will result in a change of (0.204) in Conflict management techniques, which is an insignificant coefficient.

The marginal slope angle of $\beta_6 = (0.137)$ associated with (x) means that a change of (1) in technical will result in a change of (0.137) in Conflict management techniques, which is an insignificant coefficient.

The selection coefficient has been defined as a coefficient of (0.284), which means that (0.284) of the variation in Conflict management techniques (Y) is an indicated variation dimensions of personal characteristics ($X_1, X_2, X_3, X_4, X_5, X_6$) and remains (0.716) of variation explained by other factors that did not enter the regression model, and on the basis of these indicators the sub hypothesis be accepted.

FOURTH: CONCLUSIONS AND RECOMMENDATIONS:

Conclusions:

Based on the statistical results and observations of the researchers, the following conclusions were reached:

- A. The research sample highly recognized the content of the questionnaires of the two variables and interacted with them accurately by giving answers that reflected the reality of the organizations involved in the research.
- B. All personality characteristics have come close to conflict management techniques in relation to the same level of relationship intensity, with the exception of the (social pattern) characteristic, which has declined somewhat in relation to it.
- C. Avoidance technique was the most regressive technique in responding to the impact of mental abilities.
- D. The technology (superior goals and resource expansion technology) has advanced from the most interactive and responsive technology to mental abilities.
- E. The technique (softening), the technique (changing the human variable) and the technique (changing the structural variable) are equal in their response to the effects of mental abilities.
- F. Personal characteristics have not had any significant impact on conflict management techniques if their dimensions are operated independently of each other while personal characteristics have had a good impact on conflict management techniques as the interactive macro.
- G. The (traditional) style as a current as one of the personal characteristics actually do negative in conflict management techniques.

Recommendations:

On the basis of these findings, a number of recommendations can be made as follows:

A. Technical education institutions must train and qualify their employees through workshops to raise the level of their abilities, attitudes and inclinations in the field of technical, social and cultural disciplines simultaneously and the promise of shortening programs on the technical specialist side.

B. The embodiment of conflict management techniques through specialized teams of workers for practical practice as the workers realized these techniques randomly associated with their behavioral patterns, but the effects of these patterns receded to some dimensions or were related to weak or medium in the far the most extreme limits.

C. Develop traditional-oriented staffs to suit the technical work environment as they are part of the system and must have an appropriate role in the development of conflict management techniques.

D. Increasing the challenge of job functions, creating a calculated adventure situation and including training programs that provoke sought to drive workers towards challenging businesses.

E. Increase the adaptive skills of employees and increase their willingness to deal easily with emergencies by applying hypothetical scenarios.

F. Update the information and expertise of employees in keeping with scientific developments and the edges of science.

G. Focus on the diversity of workers' attitudes and combine more than one pattern in personal building to ensure high maneuverability in behavior to deal with different techniques of conflict management.

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