

# THE IMPACT OF ORGANIZATIONAL CONFLICT MANAGEMENT ON LOYALTY TO TOURISM INSTITUTIONS APPLIED STUDY IN THE FACULTIES OF TOURISM SCIENCES IN IRAQ

Nawfal Abdul Ridha and Jawad Arheema Atia

Ministry of Higher Education and Scientific Research, Mustansiriyah University, College of Tourism Sciences

[Nawfalaa@uomustansiriyah.edu.iq](mailto:Nawfalaa@uomustansiriyah.edu.iq) [sportjawad181@gmail.com](mailto:sportjawad181@gmail.com)

**ABSTRACT:** *The purpose: The aim of this research is to examine the possibility of strengthening the organizational loyalty of a sample of faculties Iraqi tourism education (Mustansiriyah / Karbala) in the event of a conflict within those institutions as well Explain the relationship and influence between the variables of the research by analyzing the views of the educational institutions of tourism by (105) questionnaire distributed.*

**Methodology** : *This research involved the relationship and impact between conflict management as an independent variable and organizational loyalty as a variable The first variable included five sub-strategies, while the second variable included four Sub - dimensions, these variables have been interacted to be the framework in which the research revolves around which a number of The main hypotheses and sub-hypotheses, and for the purpose of achieving the research objective mentioned above and answer the research and test questions The validity of his hypotheses, the research relied mainly on (questionnaire), which is the main tool for data collection And information, as well as the use of other methods such as personal interviews of faculty members of institutions In order to analyze the responses of the respondents, a range of measures and methods were used The mean, the weighted mean, the standard deviation, the relative importance, the coefficient of selection, the coefficient Simple correlation, Z test, F test, Exploratory exploratory analysis, latent root, KMO test (Bartlett) {The use of descriptive analytical method was followed by scientific methodology in the current study.*

**The value of the study:** *In this study, the researchers reached a set of theoretical and applied conclusions, the most important of which proved that the dimensions of management The conflict combined had an impact on the dimensions of organizational loyalty, and one of the most prominent recommendations that the two researchers see The orientation of tourism education institutions is the need to develop and increase people's awareness of conflict management Which strengthens organizational loyalty and adherence to their organization.*

**Keywords:** Organizational Conflict Management, Organizational Loyalty.

## INTRODUCTION

Organizations of all kinds are a vital tool for all individuals, individuals are the main element with great influence And their presence in them will lead to the emergence of many types of human interactions, and thus will increase Their relationship with them and increase their influence in the overall effectiveness and activities, the organizations distinguished by its effectiveness and productivity Support the economy and meet the needs of its customers, and in contrast, ineffective organizations face problems Conflicts, conflicts and conflicts can be built or destroyed and this in turn depends on how Management and dealing with it, many organizations have advanced mechanisms of work and experience in resolving conflicts and differences And have the ability to identify conflict and address it in a participatory and cooperative manner, making it more powerful, growing and strengthening Individuals have high confidence and morale, and are reflected in their loyalty to them and are increasingly committed to staying with them and not compromising them No matter what the temptations of competitors. Based on the above, the research included four questions that represent the first topic The presentation of the intellectual framework for conflict management, while the second section presents the theoretical framework of loyalty The third topic deals with the practical side and represents statistical analysis of the field and descriptive analysis For the search variables, the correlation test, and the impact measurement of the independent variable and its sub-variables in the dependent variable The fourth topic dealt with the most important conclusions and recommendations for research.

## The procedural structure of the research

### First: Research problem

Conflict and difference in organizations is a realistic reality that all individuals accept and are impossible to avoid because of The difference in the characters involved, the differences in human nature, and the conflicts and differences that exist in all levels of management between individuals and senior management, and may vary degree of severity, difficulty and impact In the organization and the individual depending on the nature of the subject and the parties to the conflict, and this is reflected in the loyalty to the organization and here The research problem is characterized by low loyalty due to conflicts and divisions among individuals or between the departments of faculties Tourism Science As these colleges are interested in other organizations to find loyalty to their educational cadres, And motivate them to discard differences and reduce conflicts, reflected in increasing their productivity and improve the quality of output, Since organizational loyalty is a reflection of individuals' attitudes and behavioral patterns, and this is reflected in the increase in Loyalty and adherence to organizations. In view of the above, the research problem can be crystallized by the following questions:

1. What is the extent of the application of conflict management strategies in Iraq's tourism education colleges?
2. What is the extent of application of the dimensions of organizational loyalty in the colleges of tourism education in Iraq?
3. Is there a significant correlation between the conflict management variable and the organizational loyalty variable?

4. Is there a significant impact on organizational conflict management (at the level of strategies) in strengthening organizational loyalty?

### **Second: The importance of research**

1. It is important to link search variables (conflict management and organizational loyalty) by how to manage Conflict and control in the faculties of tourism science as well as the role of conflict management in promoting loyalty Organizational, as well as the theoretical aspects of the ideas and opinions of many writers and researchers through Determine the relationship and influence between search variables

2. The importance of research variables (conflict management and organizational loyalty) as one of the concepts of administrative behavior Which plays a distinctive role in achieving excellence, success and best performance within organizations.

### **Third: Research objectives**

1. Clarify the conceptual axis of both conflict management and organizational loyalty as concepts specialized in the study of administrative and social sciences.
2. Clarify the special importance of the relationship between conflict management and organizational loyalty in the colleges of tourism education in Iraq.
3. Seek to establish a theoretical aspect that can be relied upon in subsequent studies which help to reduce The relative scarcity of studies in the field of the impact of conflict management in enhancing organizational loyalty in the colleges of tourism education.

### **Fourth: The hypothesis of research**

1 - The first main hypothesis: There is a significant correlation relationship between the management of conflict and organizational loyalty in the faculties investigated and subdivided by the following sub - assumptions:

(1-1)There is a significant correlation between the strategy of competition and organizational loyalty at the level of (faculties of inquiry).

(1-2)There is a significant correlation relationship between the strategy of compatibility and organizational loyalty at the level (faculties investigated).

(1-3)There is a significant correlation between the strategy of avoidance and organizational loyalty at the level of (faculties of inquiry).

(1-4)There is a significant correlation between the strategy of waiver and organizational loyalty at the level of (faculties of inquiry).

(1-5)There is a significant correlation relationship between the strategy of cooperation and organizational loyalty at the level (faculties investigated).

**2-The second main hypothesis: There is a significant effect of the management of the conflict in organizational loyalty in the faculties investigated and subdivided by the following sub - assumptions:**

(2-1)There is a significant effect of the competitive strategy of organizational loyalty at the level of (faculties of inquiry).

(2-2)There is a significant effect of the strategy of compliance in organizational loyalty at the level (faculties of inquiry).

(2-3)There is a significant effect of the strategy of avoidance of organizational loyalty at the level (faculties of inquiry).

(2-4)There is a significant effect of the waiver strategy on organizational loyalty at the level of (faculties investigated).

(2-5)There is a significant impact of the strategy of cooperation in organizational loyalty at the level (faculties of inquiry).

### **Fifth: The research community**

The researchers relied on a sample of tourism education institutions (faculties of tourism sciences) in Iraq for the purpose of the statistical side of the research, as the research community consists of faculty members in the colleges in question (105) questionnaires were distributed to the sample, and 97 responses were retrieved.

### **Sixth: Research Methodology**

The researchers adopted the descriptive approach because it achieves a description that accurately distinguishes data and information about opinions Whether it is written survey (questionnaire) or orally and this approach is appropriate to the studies that concern To reach the relationship between the variables and their impact, as well as the researchers adopted the analytical approach that is not possible To reach the real problem existing in order to reach its future actions.

### **The first topic: The foundations and the intellectual bases for managing organizational conflict**

The concept of conflict management has been carefully studied by the thinkers and researchers of administrative thought and other social sciences Both because of the overlap of the conflict between the various administrative, social and psychological sciences on the one hand, And its positive effects (if its management is careful) on the performance of individuals and organizations on the other.

#### **First: the concept of conflict management**

There have been many interpretations that interpreted the term conflict to reflect the intellectual and ideological differences (ideological) In addressing the concept of conflict. Conflict is a conflict between interests and opinions. The concept can be clarified Conflict is a term in which a person begins to feel that others are adversely affecting his or her work [1], that the linguistic meaning of the word (conflict) in the Arabic language means conflict Conflict, controversy, discord, discord, and discord [2]. The English term "conflict" It is of Latin origin and means fighting or conflict and conflict [3], they are all concepts Express the state of tension at the individual, community and organization level [4]. In order to understand the sources of conflict management, Table 1 reviews the concept of management, conflict according to the definitions of some writers and researchers who have reviewed the concept of their different views

**Table (1) Definitions of conflict management**

Sr. No.	Definition	Ref.
1	A method in which conflict is dealt with to produce better outcomes for the organization by resolving the conflict and improving the relationship between the conflicting parties.	[5]
2	Confrontation between workplaces that increase and benefit organizational performance, and generally facilitate positive change, adaptation and creativity	[6]
3	An interactive situation occurs whenever there is disagreement in a social position about issues Which creates differences between individuals and groups in the way they serve The organization aims to provide positive results for its benefit	[7]
4	Interactions in which one party attempts to prevent another party from reaching its objectives	[8]
5	The conflict that arises when the behavior of an individual or group of individuals is contrary to the achievement of their objectives with the behavior of another individual or group	[9]
6	A process that begins when one party considers that another party may adversely affect or is about to adversely affect something of interest to the first party	[10]
7	The best way to deal with conflict.	[11]
8	A dispute that occurs when one party considers that its interests are conflicting or adversely affected by another party	[12]

Conflict management and commitment development in organizations is equally important, because how leaders deal with these Actions determine successful completion of organizational objectives [13]. While (Dulaimi) stressed the importance The practice of conflict culture in organizations because of their great impact on the permanence and vitality of organizational life can be considered Conflict is an instrument of adaptation and survival [14]. The existence of the conflict in the organization and its discovery necessitates that the administration confront and deal with it, which drives it to change Through which the organization can adapt and adapt, with the aim of maintaining its survival and growth, as well as counting the conflict as a tool In order to develop and motivate the contemporary director, as confronting and managing the conflict at present is important Is essential to the tasks of the contemporary director, who is expected to confront, manage and adapt the conflict, which will be positively reflected On the abilities and skills of both the manager and individuals. Conflict acts as a tool for creativity, and its existence is improving Performance and leads to the emergence of signs of creativity, either organizations that do not adopt conflict as one of their strategies, usually What is suffering from the rigidity of its performance, and may be a conflict as a tool to operate dynamic and dynamic, and may increase Attention at present to conflict as it has become an imperative necessity for growth, organizational learning and reason in Increase the effectiveness of the Organization and make it work towards overcoming the stage of inertia and achieving its goals efficiently [15]. Conflict management contributes to providing a favorable environment for employees and using the best means to accomplish Business, a successful example of these trends is the experience of the leading US company (Intel) To pioneer in the field Electronics and computer industry. The company's human resources department regularly organizes workshops To educate and educate them on the importance of disseminating the culture of conflict and its positive impact in the work

environment, and at the level Similarly, General Motors has adopted the same approach in dealing with its employees through discussion and resolution Organizational conflicts within the company The most important results of this experience have been to reduce the degree of centralization and innovation Some administrative methods that have helped workers to increase the sense of independence and belonging, and perhaps the most important factors Which led to the success of this experience is the ability of the company to put the topics of conflict to discuss frankly and clearly [16]. Referring to the importance of conflict management, Assaf pointed out in his tagged book Behavior Administrative in contemporary organizations), to the research and experiences of many American organizations Where managers stressed that the management and resolution of conflicts in positive ways, is of great importance to others Other key administrative functions such as planning, communication and organization, managers have been considered to spend 20% Of their time to manage the contradictions in their organizations is a natural and necessary thing, and this is not considered a wasted time, not an exaggeration It is a necessity to ensure the continuity and effectiveness of the organizations [17].

### **Third: the requirements of conflict management and ways to raise it**

Disputes cannot be avoided in organizations, because the goals, values and needs of groups and individuals are not always consistent At the same time, disagreement may be a feature of proper organization and may have unanimity or automatic agreement on all Something abnormal and flawed to the workforce is considered a drawback to regulation and it is normal to be there Differences of opinion about different tasks and projects, in which case these differences should not be suppressed It must be shown because this is the only way in which the points of contention can be identified and resolved and the administration is Actors of the organizational conflict have the potential to transform the positive energy generated by the conflict into an influential force Invest the positive effects and limit the negative effects and that the goal is not to eliminate the conflict, but to benefit In the transfer of ideas between the parties to the conflict to the good results of the organization and the benefits of the workers [18] and therefore requires the availability of some of the necessary requirements for the conflict environment in order to be managed Effective and well-functioning at the level of the organization and individuals together, in which Al-Enezi referred to some requirements Which should be taken by the administration as follows: [19]

1. To accurately define the duties and responsibilities of individuals in accordance with the specific organizational structure and to ensure fairness in the distribution of material and moral benefits among them.
2. Working to activate the horizontal and vertical communication system as well as the rise and fall, both official and informal Organization, and ensure that the communication process is easy and convenient among all employees and at all organizational levels In order to complete the work quickly and effectively.
3. Stay away from personal interests in the decision making process, taking into consideration the public interest Of the Organization As well as the participation of lower levels in the decision-making process and the

accountability of staff Implement them and provide them when necessary.

4. To know the nature of the conflict, its scope, type, and multiple sides, and what they carry out from individual differences and personalities And seek to bring closer the views and create a spirit of cooperation and understanding between the conflicting parties and work To achieve common goals for the benefit of the Organization
5. To ensure fairness and fairness in the distribution of powers among employees and provide opportunities for promotion in accordance with the conditions Objectivity away from personal considerations.
6. Identify the environment in which conflict arises and its impact on the strategy chosen as well as Measure the success of how to deal with the conflict. At the same time, [20] pointed out To a set of requirements that the management of the organization must be configured for efficient and sound management of the environment Conflict, Figure (1) illustrates these requirements:



**Figure (1) Conflict management requirements**

Source: Preparing the researcher based on the source:

#### Fourth: the dimensions of conflict management

Authors and researchers specialized in the field of administrative sciences and organizational behavior agreed on the dimensions of conflict management The five strategies were based on the opinions of a number of writers and researchers and reflect trends and studies Writers and researchers in recent years. Based on this, it is possible to clarify the dimensions adopted by the study through the following:

##### Competition strategy:

This strategy is used in organizational conflicts as the wrestling party relies on the support of its president Through the exchange of benefits with him where the wrestling party uses its support and position, authority and strength to achieve victory In his favor, according to the strategy of competition, one of the parties to the conflict is striving to achieve self-interest And his own personal gains and goals regardless of the interests of others [21] Smith believes that the most important skills required for this strategy are: [22]

1. Use the effect
2. Use debate and discussion
3. impose your opinion and feelings
4. Clear location statement

However, this strategy is considered a negative behavior. Because one party to the conflict neglects the other's point of view. Like This domination and control of the decision-

making process and communication in the community weakens social integration And the cohesion and strength of the team and its performance [23]. This strategy requires one party to drop something What is to get something else is based on the principle of achieving individual self-interest and personal or is a reflection of coercion who are responsible for complying with the Director's views, proposals, ideas and strength. Here employees know and are aware of existence A relationship that negatively affects their objectives and the objectives of the Director and that these objectives are not homogenous. The workers also stand out A competitive situation where each of them tries to prove to the manager that he is able to accomplish the functional tasks in the most complete manner Better than the rest of the management staff [24].

##### 2. Compliance Strategy:

This is a traditional method of managing organizational conflict, also called reconciliation Compromise or compromise is seen as an easy form of decision, and this strategy maintains And generally leads to favorable evaluations of managers [25]. Al-Louh et al. [26] pointed out that this strategy can be used in the following cases:

- 1 .When the goals are important, but not worth the effort or obstruction using more stringent methods.
- 2.When the conflicting parties are equal in power and committed to common objectives.
- 3.To arrive at interim adjustments to complex issues.
- 4.To reach satisfactory and urgent solutions in case of lack of time.
- 5.As a method to be used in case of failure of the method of competition or cooperation.

(Mustafa) stresses that the effectiveness of this strategy depends and depends on the equality of the forces of the conflicting parties The presence of a strong party and another weak lead to incompatibility and strong opposition to any of the solutions And thus the inefficiency of this method [27]. Al-Qaryuti [28] mentions two methods that can be used in this field:

1. Mitigation: Simplifying and minimizing points of disagreement and showing good intentions, consensus and interests Between the conflicting parties This method makes the causes of the conflict appear integrally, which means that the core issues will emerge sooner or later.
2. Conciliation: concessions are offered between the parties to the conflict as resources can be divided into conflict between the two parties to the competition.

##### 3. Avoidance Strategy:

This approach generally involves overlooking the causes of conflict and not confrontation, but this should continue Conflict under certain circumstances and tight and the methods that can be used within this strategy are (Neglect) The situation is ignored in all its details in the hope that it will improve after a period of time spontaneously A disadvantage of this approach is that it can make matters worse over time if causes and sources are not identified Conflict. The second approach is (divergence between the parties to the conflict), ie, the dimensions of each individual or group from each other This will reduce the intensity of the conflict and cause, but this approach is characterized by a negative impact on the overall effectiveness of the organization Found a high degree of interdependence between individuals and groups The third method is (limited interaction) Individuals here are allowed

to interact in a limited way Through official positions such as meetings with precise agendas [28]. The avoidance strategy is carried out at a low level of coercion and a low level Of cooperation and conflict in such a situation leaves unresolved If one of the parties does so, it will be subject to control in a form Fully by other parties even if managed and got other parties On what you want and want because the results will be unsatisfactory and acceptable To other parties and thus have two options either not to work Anything or waiting to find a good time [29].

#### 4. Waiver strategy:

The basic assumption of this strategy is the case of (loss / gain) Because the resolution of the conflict results from the desire of one of the parties to the conflict To waive his rights before the other party [30], In this entrance the manager behaves as if he thinks the conflict It can go away over time. And calls on the parties to the conflict To cooperate in an effort to reduce tension This technique helps and encourages the parties to hide feelings Therefore, there is little effectiveness in dealing with many problems This approach can be used if the conflict exists On the differences in the personal matters of the parties to the conflict [31] The initiator of the resolution of the conflict puts in front of him Achieving the maximum interests, desires and interests of the other party While seeking to achieve the minimum of his interests and desires or interests This entrance is called the "altruism" entrance although this The entrance can be interpreted as an attempt to give up and surrender However, there are some situations where the entrance is positive It is useful to resolve conflicts and differences, such as the subject matter Conflict is marginal for the group or individual courtesy and represents it is a positive attitude and is generated by some individuals Or groups full desire to reach agreement and maintain On positive relations even at the expense of compromise is better than disagreement [7].

#### 5. Cooperation Strategy:

It is a position for structured performance so that improves the success of a business Any member of the group, is given a chance to succeed Other members [32]. It is a complete treatment attempt for the concerns and necessities of each From both sides of the conflict. It is referred to as the problem-solving technique. The intent of this approach is to find solutions for the reasons That lead to conflict and that satisfies both parties. Instead of trying to catch mistakes and blame. In this way the confrontation between the conflicting parties takes place Face-to-face and collaborate to identify the problem The cause, clarification, identification, understanding and development of alternative solutions Have them evaluated and choose the best alternative and the best and appropriate This approach is very suitable for difficult and complex issues Which is characterized by misunderstanding and perception [33] Thus the goal of The behaviors of the parties is to solve the problem This method is called profit method as it is characterized by interest Great individual and performance within the organization [24]. This strategy can be used in the following cases: [26]

1. to find an integrated and clear solution when it turns out that The interests of both parties are important to the extent that it is necessary to concede.
2. On relevant strategic issues and topics With long-term goals, policies and plans.

3. 3 - to come up with deep concepts of different issues from different perspectives of others.

#### The second topic: the intellectual framework of organizational loyalty

Many organizations nowadays suffer from The problem of competency leaks due to the widening of the market The intensity of competition among them for the purpose of obtaining employment Skilled individuals working in organizations differ Their types are attached to their economic interests Today, many organizations seek to win the loyalty of individuals As they seek to win their customers to the conviction of the importance of workers In the success of the organization As a result of differences in labor policies within organizations Take the concept of organizational loyalty Great interest To thinkers and scientists of the administration where there were attempts Theorizing of the concept and methods of strengthening foundations in all organizations.

#### First: The concept of organizational loyalty

The concept of loyalty has arisen in the fields of humanity And humanities However, it is a recent in the science of management where it did not take much space In terms of interest only after the behavioral school arose That had a role in emphasizing attention The importance of human relations and the key role they play in The field of various organizations [34] Especially what has become the human factor in the practices of modern technologies And contemporary in management. [35] According to the various administrative literature to define organizational loyalty Table (2) reviews some of the definitions of loyalty to a number of writers and researchers:

Table (2) Definitions of organizational loyalty

Sr. No.	Concept	Ref.
1	A positive psychological state that reflects the individual's relationship with the organization in which he or she works	[36]
2	The psychological connection that links the individual to the organization and who It drives him to integrate with the work and interaction with the values of the organization and adoption	[37]
3	Commitment, engagement or affiliation However, loyalty is more general and more comprehensive than belonging Belonging means affiliation, association or identity Positive or negative feeling of love or giving and satisfaction And acceptance while loyalty requires sacrifice and victory That is, every loyalty affiliation does not necessarily require that loyalty belong	[38]
4	An effective association between individuals and the organization does this Commit to the loyalty of individuals to the organization and match their goals with their goals.	[39]
5	Ideal behaviors Organizational leaders, individuals and organization To defend the organization against external threats and contribute In forming a good reputation about them and cooperating with Others to serve public interests and to skip special interests	[40]
6	Loyalty is a state of willingness to make high scores Of effort in favor of the organization, and a strong desire to stay in them And accept the values and objectives of the main organization	[41]
7	The kind of commitment that requires thoughtful action For the employee in order to promote the higher interests of the employer Even when it asks to sacrifice some aspects of their own interests	[42]
8	The tendency to continue to participate in certain activities within the organization As a result of what the individual invested the organization is afraid to lose this investment if he leaves the organization	[43]



## Second: The importance of organizational loyalty

Organizational loyalty is an essential element of measuring compliance Between the individual and the organization in which he works, individuals who are loyal High organizational tend to support the values of the organization Stay where longer, as well as organizational loyalty effect On the individual's professional life by reflecting on his career progression Hence his diligence in working to achieve the goals of his organization Which leads to its progress and promotion The importance of organizational loyalty can be determined by:

1. Organizational loyalty is an important element of active personnel Especially in times when organizations cannot Provide appropriate incentives To drive individuals to work Achieving a high level of achievement [44].
2. The loyalty of individuals to their organization in which they know is more important Of job satisfaction in predicting their survival in their organization Or leave them to work and go to other organizations [45].
3. The importance of organizational loyalty in organizations seeking loyalty The loyalty of individuals towards them through the provision of material and moral support and provide them with the appropriate climate.
4. Organizational loyalty is a component of administrative creativity as loyalty The nation, the organization and the family are the basis for creativity at the national, institutional and family levels Japan considers society and administrations a vivid example of what this concept is Of importance and role in the process of creativity [46].
5. The responsibility for achieving the objectives of the Organization rests with and through subordinates Their efforts, creativity and suggestions, contributing to the achievement of those goals With the highest efficiency and effectiveness, loyalty ensures the continuity of employees in their organization Especially those with rare skills and specialties [47].

## Third: - The characteristics of organizational loyalty

- 1- Organizational loyalty is the result of the interaction of many factors and situations, whether organizational, administrative, or human, in the organization [46].
- 2- Organizational loyalty has lost the advantage of absolute stability and changes depending on the factors that affect it [48].
- 3- Organizational loyalty is a behavioral variable It is characterized by intangible can be known through A number of organizational phenomena such as the behavior and behavior of individuals In an organization that promises to measure their loyalty.
- 4- Organizational loyalty is multi-dimensional, with many authors disagree The researchers determine the dimensions of loyalty and also at the same time there is agreement on Multidimensional and these dimensions affect each other.
- 5- Loyalty is one of the psychological and emotional situations that arise between both individuals and the organization [49].

## Fourth: the dimensions of organizational loyalty

Individual loyalty to the organization varies depending on the driving force and the mission Many literature has indicated that there are different dimensions of organizational loyalty Although most writers and researchers are in the field of organizational loyalty They agreed on the diversity and multiplicity of those

dimensions, but they differed in determining the dimensions of loyalty Determination of dimensions varied, and as a result of the difference between researchers and writers in determining dimensions As mentioned earlier, the more organizational dimensions of loyalty agreed upon by writers and researchers, It was therefore adopted in this study from 1990 to 2017. Accordingly it was agreed that the dimensions of organizational loyalty adopted in this study Which obtained the highest percentages (organizational citizenship behavior, belonging, job satisfaction, organizational trust) The dimensions adopted in this study can be explained by the following:

### 1- Job Satisfaction:

Job satisfaction is one of the most widely discussed topics Extended in organizational behavior, human resources management and organizational management Recently, psychologists and management scientists have embraced Economists are interested in this topic and the reason for this The concern is that most individuals spend part of their lives working, During the advent of the School of Human Relations which called for study The concept of job satisfaction in both private and public regulatory areas It is one of the major contributions (Elton May and his partners) have made, They assumed that staff morale and motivation in the organization was a reflection Direct behavior in their workplace [50]. Human resources are indispensable institutional assets, In addition, managers should strive to maintain individual job satisfaction As an important factor would And retain competent personnel and work to reduce absences and reduce the state of staff turnover And endeavor to improve the overall efficiency of the Organization, Promotes organizational loyalty and loyalty to the organization [51].

### 3. Affiliation:

The concept of belonging belongs to the social and psychological concepts and means approaching Exchange with each other and enjoy cooperation, In the lexicon of social sciences, affiliation is interpreted as an individual's association The group and the desire of the individual to belong to a strong group reincarnates personality Part of it becomes like a family or organization [52, 53] pointed to the interpretation and analysis of the motives of belonging through the following dimensions.

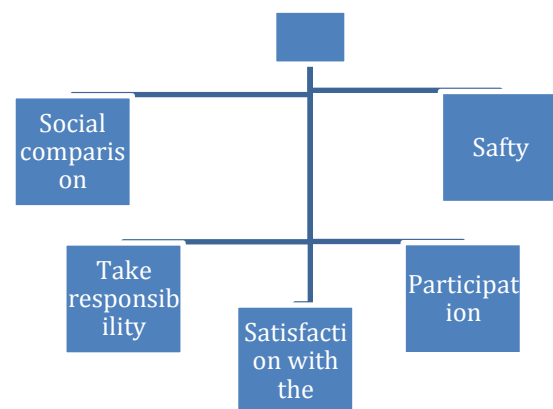


Figure (2):

- 1- SAFE: Feeling safe and away from anxiety and tension
- 2- Participation: The individual cooperates with members of his group and participates in all activities.
- 3- Satisfaction with the group: It means the importance and status of the group and maintain and positive satisfaction

with the behavior of members of the group and social relations.

4- Taking responsibility: The positive and important role of the individual towards the group and to identify its duties and rights within it through the positions that face it and that the weakness of responsibility leads to weak belonging.

5- Social comparison: means the desire generated by the individual to compare himself with others Who resemble him for the purpose of helping him change his personal judgments or analyze his feelings

### **3.Organizational trust:**

It is a concept that distinguishes between individuals who are trustworthy Trust is a way of dealing with someone else to take action In the past, trust has been defined as an important part Fundamental behaviors, cooperative relations and cornerstones of different positive organizational cultures [54]. The concept of organizational trust shows that it is a degree of faith and acceptance of the individual Methods and decisions adopted by the management of the organization and implemented And fair management of all parties [55] and full awareness of individuals that the prevailing administrative mechanisms and policies In the organization, they are of a high and integrated level of justice, stability and stability This would be a cause for absolute belief in the possibility of dependence and dependence Management and trust in all the decisions you make [56] Similar qualities between definitions of organizational trust are faith in the organization Manage and take the ideas of colleagues, reliability, honesty and hardworking Positive expectations and justice are words that have an impact on the modern workplace Trust is also an important element of a lasting social relationship and attribution Individuals feel secure and stable and this is encouraged as a key factor In improving organizational loyalty as well as achieving individual and organizational goals, There is a climate of trust in any organization And institutionalize it This leads to keeping individuals together And makes the factor of trust between them Consequently, increased confidence in each other [57].

### **4. Organizational Citizenship Behavior**

It refers to voluntary positive behavior by the individual within the organization Towards other individuals or the same organization in which they work Which helps to foster the social environment Develop principles of cooperation on the one hand and enhance the functioning and work of the Organization To strive for its success and increase its efficiency on the other hand [58] Organizational citizenship behavior is a challenge for the organization It consists of a different set of individual behaviors such as acceptance Oversee additional responsibilities and adhere to the rules and procedures of the organization And develop positive attitudes, perseverance, patience and tolerance towards Dissatisfaction and obstacles to work Accordingly, the behavior of organizational citizenship was considered voluntary and acquired. They do not give much attention to physical attachments [59]. Organizations are now in need

of research About an environment in which people help to innovate, innovate and work As well as help them for the purpose of being more status and self-esteem And more affiliated and loyal to the organizations in which they work This greatly helps the emergence of so-called organizational citizenship behavior Or voluntary voluntary behavior that elevates The effectiveness and efficiency of the organizations without any return Material and moral versus this [60].

### **The third topic: tests and analysis of results**

The purpose of the current research for the purpose of examining and testing the search measurement tool It represents the first step of any application study In addition, the correlation between study variables Measuring the effect relationships of the independent variable and its sub-dimensions in the adopted variable.

1- Virtual honesty measurement: It is also called the honesty of experts and arbitrators, Researchers resort to in order to ensure the ability of their measures to measure the variables of the main study It refers to the validity of the questionnaire to measure the phenomenon or attribute to be measured In order to make sure the researcher is able to measure the variables of the study Was subjected to virtual honesty Most of its paragraphs received a relative agreement amounting to (93.78%).

2- Measuring the accuracy of the content: The researcher verified the ability of the resolution In expressing its purpose designed for him This has been verified by the order of the answer totals for their paragraphs in ascending order, He took( 27%) of the highest score( 27%) of the lowest And then measure the difference between the two groups through (Mann-Whitney Test) The questionnaire is honest as the answers to these two groups There were significant differences, whereas a sincerity method was used Content in another way through honesty.

3- Coefficient of stability: The stability of the questionnaire indicates the consistency of its paragraphs and results The degree of confidence in which the scale is free from error And get the same results when reused multiple times and durations Different and with the same degree of confidence Independent explanatory variable (conflict management) And all paragraphs (20) paragraph on the coefficient of stability (0.954) While the adopted responsive variable (organizational loyalty) On the coefficient of stability and for all its paragraphs (0.953)

### **4- Half - Retail Stability Method (Spilt – Half)**

To measure consistency, the questionnaires were divided into individual and doubles And homogeneously According to this method, the coefficient of stability according to all the answers of the study sample (97) views, By dividing the resolution paragraphs (60) The first one-to-two halves with alpha-kronbach stability coefficient (0.967) The second one is with Alpha Kronbach (0.972) , And through the correction factor (Spearman Brown) (0.947) While the correlation coefficient of the individual part with the even part of the questionnaire was (0.900) Note that the value of (Guttman Spilt – Half Coefficient) has reached (0.947) As shown in Table (3):

**Table (3) Measurement of honesty and consistency of the study questionnaires n = 97**

variable	Measurement dimensions	Sym	P	S	H
Conflict Management X	Competition strategy	x1	4	.811	.900
	Waiver strategy	x2	4	.840	.916
	Avoidance strategy	x3	4	.832	.912
	Cooperation strategy	x4	4	.859	.926
	Compatibility strategy	x5	4	.847	.920
Organizational Loyalty y	Job Satisfaction	y1	4	.847	.920
	Belonging	y2	4	.809	.899
	Organizational trust	y3	4	.868	.931
	Organizational Citizenship Behavior	y4	4	.885	.940
Partial correlation coefficient of resolution	.900				
Single part stability coefficient	.967				
Coefficient of stability of even part	.972				
Spearman Brown correlation coefficient	.947				
Kutman's coefficient of mid-division	.947				

Source: Prepared by the researchers based on the results of statistical analysis

H: Coefficient of honesty; S: Stability coefficient value; P: Number of paragraphs; Sym: Symbol;

### Second: Confirmation Factor Analysis

The researcher resorted to empirical factor analysis in order to identify The sincerity of the questionnaire data and paragraphs and dimensions of variables (Conflict management, organizational loyalty) As the best statistical method used to verify the structural validity of the scale, It was necessary to ascertain the adequacy of the sample size for Assertive factor analysis through the Bartlett test To make sure that the correlation coefficient array is not a unit array It was worth (1554.06) At a significant level (Sig = 0.000) As well as a sampling adequacy scale And suitability for each study variable ( Measure of Sampling Adequacy Test ) Must be at least (0.50) For partial correlation coefficients by KMO- TEST) Where Kaiser-Meyer-Olsen = 0.964 It is a high value Indicates the adequacy of the sample for the test as shown in Table (4):

**Table (4) Test the adequacy of the sample of the study to perform the factor confirmation**

Test (KMO)	Bartlett test	Degree of freedom	Moral test
0.964	1554.060	105	0.000

Source: Prepared by the researchers based on the results of statistical analysis

This indicates the correlation between the main study variables (Conflict management, organizational loyalty) Statistically and morally significant This in turn proves that the correlation matrix and its coefficients Not equal to zero This gives confirms that the first metric of the metering criteria is achieved For the validity of exploratory construction tests While the researcher used (Component Variance) To determine sufficient and most accurate factors in determining the correlation between study variables, And the mechanism of engagement of each monitoring agent And measure the explained contrast ratio (Total Variance Explained) Containing the underlying roots of the contrast size measurement for comparison The root value is passive (Eigen Value) Statistically acceptable when greater than (1,000) If it is less than (1,000) The third condition that the researcher tested as a condition Exploratory Factor Analysis of the Cumulative Ratio of Interpreted Contrast For the acceptable factors according to

the second condition is (greater or equal to 60%), To demonstrate the ability to represent questionnaires for content The dimensions tested in the study and their variables and their ability to represent them from a statistical point of view The ratio of the explained variance to the dimensions included (15) dimension, With a total contrast ratio (73.305%) If they all fall under one factor, Which fulfills the requirement of the second and third criteria which states The explanation variance (60%) According to the above, all the results of the exploratory factor analysis Confirms the sincerity of exploratory construction, which confirms that the conceptual structure (theoretical) The dimensions and measurements of the study are identical to the results of the exploratory factor analysis Thus, the exploratory factor analysis has met the conditions of credibility The size of the sample studied is sufficient when the value is (KMO) greater than (0.50) with significant test (Bartlett) , The cumulative interpretation rate is superior (0.60) , And the root value of each axis (1.00) and above.

### Presentation, analysis and interpretation of the results of statistical analysis of the correlation relationships between research variables

Through the appearance of the five dimensions in which the main variable was measured Independent conflict management in the two faculties of tourism sciences of the University of Mustansiriya and Karbala (Competition strategy, avoidance strategy, cooperation strategy, compatibility strategy, assignment strategy) Respectively As shown in Table ( 5) These results have given rise to the independent dimension of conflict management at an available level, Having a weighted average of ( 3.56 ) The two research colleges practice conflict management with a moderate level of interest (71.2%) And by agreement of the sample of the study and homogeneity of views and consensus on the attempt of the kidneys The sample of the study benefit from the conflict As well as directing the right destination and working to prevent his arrival To the stage of confusing its tasks and activities and disrupting its work The first independent variable in conflict management received a standard deviation (0.817) to be ranked third among the variables studied



**Table (5): Order of conflict management dimensions according to their level of importance**

Dimensions	Arithmetic mean	Standard deviation	Relative imp.	Sort by interest
Competition strategy	3.64	.851	72.8%	First
Waiver strategy	3.40	.968	68%	Fifth
Avoidance strategy	3.60	.913	72%	Second
Cooperation strategy	3.57	.946	71.4%	Third
Compatibility strategy	3.57	.946	71.4%	Fourth
Conflict management	3.56	0.817	71.2%	Third

Source: Prepared by the researchers based on the results of statistical analysis

The researcher reviewed the results which showed the availability of the four dimensions (Belonging, organizational citizenship behavior, organizational trust, job satisfaction) And on the order, Which contributed to the availability of the dependent variable organizational loyalty A weighted average (3.59) is available and practiced well Through the interest of the two researched faculties in strengthening the faith of its owners And accepting them as their own goals As well as working to provide a tourist education service to its customers Add to this the desire to stay and belong to it And the relentless pursuit of its lasting success The sample agrees on the availability of practice dimension and adoption Relative interest (71.8%) and standard deviation (0.872) As shown in Table(6).

**Table (6): Order of organizational loyalty dimensions according to their level of importance**

Sort of interest	Relative importance	Arithmetic mean	standard deviation	Dimensions
Fourth	70%	3.50	.979	Job Satisfaction
First	73.6%	3.68	.877	Belonging
Third	71.4%	3.57	.959	Organizational trust
Second	72.4%	3.62	.983	Organizational Citizenship Behavior
<b>Second</b>	<b>71.8%</b>	<b>3.59</b>	<b>0.872</b>	Organizational Loyalty

Source: Prepared by the researchers based on the results of statistical analysis

### Test the correlation and influence of the variables studied in the study

**There is a significant relationship and impact between conflict management with its dimensions and loyalty to tourist colleges:1.** By looking at the results of Table (7) The presence of a positive correlation positive positive significant Between Competition and Loyalty Strategy for Tourism Establishments (0.652) This indicates any additional interest in the kidneys under study A competitive strategy will automatically contribute to its automatic interest in loyalty The results of the inferential analysis of the nature of the impact of the independent dimension (Competition strategy) in the adopted variable (loyalty to tourism institutions) significant effect ( $R^2$ ) indicates that the competition strategy accounts for( 42.5%) Of changes in loyalty to tourism establishments Which is an acceptable and reliable ratio Determine the knowledge of the researched faculties of the importance of competition strategy And how it affects institutional loyalty The rest of the variance (47.5%) The contribution of the variables that are not included in the hypothesis is the tested hypothesis Or as uncontrollable random variables The calculated value (f) of the model (70.294) , At a significant level (0.000) The above results thus provide sufficient support to accept the study hypothesis The first sub-premise of the first major **(There is a significant relationship and influence of the strategy of competition in loyalty to the faculties of tourism sciences)** While the boundary slope value ( $\beta$ ) had a significant effect (0.000), (0.668) and (t) calculated (8.384) This confirms the strength of the relationship between competition strategy and institutional loyalty To the homogeneity of their calculated averages, and by indicating the value of the marginal slope It was ( $\beta = 0.668$ ) accompanying the competition strategy , Indicating any increased interest from the two researched faculties in the competition strategy By one unit, it will automatically result in a 66.8% change in loyalty to tourism colleges, Note that the standard error of the model (0.080) This is confirmed by the constant value of the regression curve ( $\alpha = 1.164$ ) It shows that the difference from zero confirmed the relationship and the pursuit of the kidneys interest in loyalty and according to the following prediction formula: Loyalty ( $Y^{\wedge}$ ) = 1.164 + 0.668 (Competition Strategy) + 0.080

**Table (7) Relationship and Impact of Competition Strategy on Loyalty to Tourism Science Faculties (n = 97)**

Variable Loyalty to Tourism Science Faculties								
Independent variable	R	R <sup>2</sup>	AR <sup>2</sup>	F	Sig	T	$\beta$	$\alpha$
Competition strategy	0.652	0.425	0.419	70.294	0.000	8.384	0.668	1.164
Df	1, 95,96			Std. Error		0.080		

Source: Prepared by the researchers based on the results of statistical analysis

**2-** From the results of Table (8) A correlation is evident Positive and positive significance between Waiver and Loyalty Strategy for Tourism Establishments (0.761) This indicates any additional interest in the kidneys under study A waiver strategy will automatically contribute to its automatic attention In loyalty to tourism institutions, while the results of the analysis The heuristic nature of the impact of the independent dimension (waiver strategy) In the approved variable (Loyalty to Tourism Science Faculties) Significant effect, indicating ( $R^2$ ) The waiver strategy explains( 57.9%) Of changes in loyalty to tourism establishments Which is an acceptable and reliable ratio

Determine the knowledge of the researched faculties of the importance of competition strategy And how they affect loyalty, The rest of the variance (42.1%) It represents the percentage contribution of non-input variables In the laboratory hypothesis chart of research Or as uncontrollable random variables With the calculated value (f) of the model (130.673) At a significant level (0.000) The above results thus provide sufficient support to accept a hypothesis The second sub-study of the first main hypothesis **(There is a significant relationship and influence of the concession strategy in the loyalty to the faculties of tourism sciences)** While the boundary slope value ( $\beta$ ) had a

significant effect (0.000) Worth (0.685) Calculated (t) value (11.431) This confirms the strength of the relationship between the waiver strategy and institutional loyalty To homogenize their calculated averages Referring to the boundary slope value It was ( $\beta = 0.685$ ) Accompanying the waiver strategy, indicating any increased interest Of the two units researched by the one-unit waiver strategy Will automatically change the amount

(68.5%) In loyalty to the research colleges of tourism Note that the standard error of the model (0.060) , And this is confirmed by the constant value of the regression curve ( $\alpha = 1.265$ ) As the difference from zero shows the relationship and the pursuit of kidneys interest in loyalty and according to the following prediction formula;

$$\text{Loyalty (Y}^\wedge) = 1.265 + 0.685 (\text{assignment strategy}) + 0.060$$

**Table (8) Relationship and Effect of Waiver Strategy on Loyalty to Tourism Science Faculties (n = 97)**

Variable Loyalty to Tourism Science Faculties								
Independent variable	R	R <sup>2</sup>	AR <sup>2</sup>	F	Sig	T	$\beta$	$\alpha$
Waiver strategy	0.761	0.579	0.575	130.673	0.000	11.431	0.685	1.265
Df		1, 95,96		Std. Error		0.060		

Source: Prepared by the researchers based on the results of statistical analysis

Researcher notes from the results of table (9) Having a relationship Positive and positive Significantly between avoidance strategy and loyalty to tourism establishments (0.808) This indicates any additional interest in the kidneys under study With the avoidance strategy will automatically contribute to its automatic attention In loyalty to tourism institutions, while the results of the analysis The heuristic nature of the impact of the independent dimension (avoidance strategy) The adopted variable (loyalty to the faculties of tourism sciences) has a significant effect (R<sup>2</sup>) indicates that the avoidance strategy Explains (65.3%) of the changes that occur In loyalty to tourism establishments Which is an acceptable and reliable ratio Determine the knowledge of the researched faculties of the importance of the avoidance strategy And how they affect loyalty The remainder of the variance (34.7%) It represents the percentage contribution of non-input variables In the laboratory hypothesis chart of research Or as uncontrollable random variables The calculated value (f) For the model (178.559) At a significant level (0.000) The above results thus provide sufficient support to accept the study

hypothesis The third subset of the first main hypothesis **(There is a significant relationship and influence of the avoidance strategy in loyalty to the faculties of tourism sciences)** While it was valuable Boundary slope ( $\beta$ ) Significant effect (0.000) Value (0.771) Value (t) Calculated (13.363) This underscores the strong relationship between avoidance strategy and institutional loyalty To homogenize their calculated averages Referring to the boundary slope value It was ( $\beta = 0.771$ ) Accompanying the avoidance strategy It indicates any increased interest from the kidneys researched in the avoidance strategy By one unit It will automatically lead to a change of ( 77.1%) in loyalty to the researched tourism colleges, Note that the standard error of the model (0.058) This is confirmed by the constant value of the regression curve ( $\alpha = 0.822$ ) As the difference from zero shows the relationship and the pursuit of kidneys interest in loyalty and according to the following prediction formula

$$\text{Loyalty (Y}^\wedge) = 0.822 + 0.771 (\text{avoidance strategy}) + 0.058$$

**Table (9) Relationship and Impact of Avoidance Strategy on Loyalty to Tourism Science Faculties (n = 97)**

Variable Loyalty to Tourism Science Faculties								
Independent variable	R	R <sup>2</sup>	AR <sup>2</sup>	F	Sig	T	$\beta$	$\alpha$
Avoidance strategy	0.808	0.653	0.649	178.559	0.000	13.363	0.771	0.822
Df		1, 95,96		Std. Error		0.058		

Source: Prepared by the researchers based on the results of statistical analysis

**4-** As can be seen from the results of the table (10) Having a relationship Positive correlation Significant significance between cooperation strategy and loyalty For Tourism Establishments (0.810) This indicates any additional interest in the kidneys under study The collaboration strategy will contribute to its automatic interest In loyalty to tourist colleges The results of the inferential analysis of the nature Impact of the Independent Dimension (Collaboration Strategy) The adopted variable (loyalty to the faculties of tourism sciences) has a significant effect Indicating (R<sup>2</sup>) The cooperation strategy explains (65.6) Of changes that are happening in loyalty to tourist colleges It is an acceptable and reliable percentage, determined by the knowledge of the faculties studied The importance of the cooperation strategy and how it affects loyalty The rest of the contrast(34.4%) represents the contribution rate of the variables Not included in the research hypothesis scheme Or as uncontrollable random variables The calculated value (f) of the model(181.508), and at a significant level (0.000) The above results thus provide sufficient support to accept the study hypothesis The fourth sub-premise of the first

major **(There is a significant relationship and influence of the cooperation strategy in loyalty to the faculties of tourism sciences)** While the marginal propensity value ( $\beta$ ) Significant effect (0.000) (0.747) with the calculated (t) value(13.472) confirming the strength of the relationship between the strategy of cooperation and institutional loyalty To the faculties of tourism sciences to harmonize their calculated averages Referring to the boundary slope value ( $B = 0.747$ ) accompanying the cooperation strategy It indicates any increased interest from the two research faculties of the cooperation strategy by one unit Will automatically result in a change of 74.7% in loyalty to the researched tourism colleges Note that the standard error of the model (0.055) This is confirmed by the constant value of the regression curve ( $\alpha = 0.927$ ) As the difference from zero shows the relationship and the pursuit of kidneys interest in loyalty and according to the following prediction formula;

$$\text{Loyalty (Y}^\wedge) = 0.927 + 0.747 (\text{Collaboration Strategy}) + 0.055$$

<b>Table (10); Relationship and Impact of Cooperation Strategy in Loyalty to Tourism Science Faculties (n=97)</b>								
Variable Loyalty to Tourism Science Faculties								
Independent variable	R	R <sup>2</sup>	AR <sup>2</sup>	F	Sig	T	$\beta$	$\alpha$
Cooperation strategy	<b>0.810</b>	0.656	0.653	181.508	0.000	13.472	0.747	0.927
Df		1, 95,96		Std. Error		0.055		

Source: Prepared by the researchers based on the results of statistical analysis

5- While the researcher notes from the results of table (11) Having a relationship Positive correlation Significant Significance between Compatibility and Loyalty Strategy for Tourism Establishments (0.745) This indicates any additional interest in the kidneys under study The compatibility strategy will contribute to its automatic interest in loyalty to tourism colleges The results of the inferential analysis of the nature of the impact of the independent dimension (Alignment strategy) in the adopted variable (loyalty to the faculties of tourism sciences) significant effect, Indicating (R<sup>2</sup>) The consensus strategy explains (55.5%) Of changes that are happening in loyalty to tourist colleges Which is an acceptable and reliable ratio Determine the knowledge of the researched faculties of the importance of compatibility strategy And how they affect loyalty The remaining percentage of the variance (44.5%) It represents the percentage contribution of non-input variables In the laboratory hypothesis scheme of research Or as uncontrollable random variables The value of (f) , At a significant level (0.000) The above results thus provide sufficient support to accept the study hypothesis The fifth

sub-premise of the first major **(There is a significant relationship and effect of the strategy of compatibility in loyalty to the faculties of tourism sciences)** While the marginal propensity value ( $\beta$ ) Significant effect (0.000) Worth (0.720) Calculated (t) value (10.889) This confirms the strength of the relationship between the strategy of alignment and institutional loyalty To the faculties of tourism sciences to harmonize their calculated averages Referring to the boundary slope value It was ( $\beta = 0.720$ ) And accompany the compatibility strategy It indicates any increased interest from the researched kidneys in a strategy Compatibility by one unit Will automatically change the amount (72%) In loyalty to the research colleges of tourism Note that the standard error of the model (0.066) And this confirms the constant value of the regression curve ( $\alpha = 1.013$ ) It shows that the difference from zero confirmed the relationship and the pursuit of the kidneys interest in loyalty and according to the following prediction formula:, Loyalty ( $Y^{\wedge}$ ) = 1.013 + 0.720 (compatibility strategy) + 0.066

**Table (11) Relationship and Impact of the Consensus Strategy on Loyalty to Tourism Science Faculties (n = 97)**

Variable Loyalty to Tourism Science Faculties								
Independent variable	R	R <sup>2</sup>	AR <sup>2</sup>	F	Sig	T	$\beta$	$\alpha$
Compatibility strategy	0.745	0.555	0.550	118.566	0.000	10.889	0.720	1.013
Df		1, 95,96		Std. Error		0.066		

Source: Prepared by the researchers based on the results of statistical analysis

6- Finally, the researcher can be seen from the results of the table (12) Having a relationship Positive correlation Significant Moral between conflict management and loyalty to tourism institutions (0.848) This indicates any additional interest in the kidneys under study Conflict management will contribute to its automatic interest in loyalty to tourist colleges The results of the inferred analysis of the nature of the impact of the independent variable (conflict management) The adopted variable (loyalty to the faculties of tourism sciences) has a significant effect, Indicating (R<sup>2</sup>) Conflict management accounts for (72%) Of changes that are happening in loyalty to tourist colleges Which is an acceptable and reliable ratio Determine the knowledge of the researched faculties of the importance of conflict management And how they affect loyalty The remaining (28%) It represents the percentage contribution of non-input variables In the laboratory hypothesis chart of research Or as uncontrollable random variables The value of (f) Calculated for the model (244.132) At a significant level (0.000) The above results thus provide sufficient support to accept the hypothesis of the first major study **(There is a significant relationship**

**and influence of conflict management in loyalty to tourism science colleges)**

While the marginal propensity value ( $\beta$ ) Significant effect (0.000) Worth (0.905) Worth (t) Calculated (15.625) This confirms the strength of the relationship between conflict management and loyalty Institutions of Tourism Science Colleges to harmonize their calculated averages As well as synergy The conflict management dimensions are persistent Appeared stronger than her solo work Referring to the maximum marginal slope value ( $\beta = 0.905$ ) And accompaniment to conflict management It indicates any increased interest from the two kidneys studied By managing the conflict by one unit Will automatically change the amount (90.5%) In loyalty to the research colleges of tourism While the standard error of a model (0.058) This is confirmed by the constant value of the regression curve ( $\alpha = 0.375$ ) As the difference from zero shows the relationship and the pursuit of kidneys interest in loyalty and according to the following prediction formula: Loyalty ( $Y^{\wedge}$ ) = 0.375 + 0.905 (Conflict Management) + 0.058

**Table (12) Relationship and Effect of Conflict Management on Loyalty to Tourism Science Faculties (n = 97)**

Variable Loyalty to Tourism Science Faculties								
Independent variable	R	R <sup>2</sup>	AR <sup>2</sup>	F	Sig	T	$\beta$	$\alpha$
Conflict management	0.848	0.720	0.717	244.132	0.000	15.625	0.905	0.375
Df		1, 95, 96		Std. Error		0.058		

Source: Prepared by the researchers based on the results of statistical analysis

And the results of table (13) for the multi-effect relationship To the dimensions of conflict management that have shown the impact of the cooperation strategy By (37.7%) in the loyalty of the research colleges, At a significant level (0.000) And the critical ratio (3.905) It is greater than its tabular value (1.97) At the moral level (0.05) While the impact of the avoidance strategy (35.6%) With the critical ratio (3.372) While the impact of the consensus strategy (20.1%) With Moral Level (0.017) At the critical value (2.386) The strategy of competition and concession was not significant, Which confirms the tendency of the faculties of tourism in the universities of Mustansiriya and Karbala To use a combination of three conflict management strategies When wants to promote the loyalty of her teaching staff The total effect is (93.4%).

**Table (13): Coefficients of the Multiple Impact of Conflict Management Dimensions in Loyalty to Tourism Colleges**

SV		ID	DV	SE	CR	M	L
Loyalty	<---	Competition	.023	.082	-.281	.779	par_1
Loyalty	<---	Waiver	.028	.098	.257	.797	par_2
Loyalty	<---	Avoidance	.356	.101	3.372	***	par_3
Loyalty	<---	Cooperation	.377	.089	3.905	***	par_4
Loyalty	<---	Compatibility	.201	.082	2.386	.017	par_5

SV: Supported variable; ID: Independent dimensions; DV: Direct impact value; SE: Standard error; CR: Critical ratio; M: Moral; L: Label  
Source: Prepared by the researchers based on the results of statistical analysis

## CONCLUSIONS AND RECOMMENDATIONS

### FIRST: CONCLUSIONS:

1. Tourism colleges have a competitive strategy that they promote through Accreditation of legal and official authorities and distribution of tasks Among its members and sections according to their competence under the constant supervision and adherence to their ideas without ambition.
2. It is proven that the faculties of tourism sciences researched the strategy of avoidance through But it makes concessions as a party to the conflict without ambition.
3. It has emerged that tourism science has a strategy of avoidance through which it is keen to Avoid provoking the feelings of her teaching staff, as well as seeking to avoid injury The feelings of others and in any way were without ambition.
4. The faculties of tourism sciences researched adopt the strategy of cooperation through their use Of common sense, objectivity and seriousness in the face of conflict, In light of the participation of its teaching staff in the development of appropriate alternatives to resolve the conflict.
5. It is proven that tourism colleges have a strategy of compatibility through Presenting a consensus image through which all parties win by Satisfactory helps to achieve partial gains for all.

### Second: Recommendations:

1. Tourism science faculties should enhance their competitiveness strategy by:

- Distribute tasks and activities among its divisions fairly and according to the efficiency and potential of those divisions.
- Adhere to the continuous supervision of the departments and units of the college to reduce the phenomenon of negative competition.
- Reduce the problems and differences of opinion among individuals by forcing them sometimes to concede.
- 2. The need for the interest of the tourism faculties in the same study to avoid the strategy through:
  - Make concessions to maintain the minimum understandings between the parties and to preserve the rights of each party.
  - Work to satisfy the feelings of its members to waive some rights to maintain a friendly relationship between them.
  - Raise awareness of the culture of sacrifice and altruism among sections and individuals.
  - Adopt a lull in the event of negative conflict situations.
- 3 It is imperative that the faculties of tourism sciences promote the avoidance strategy through:
  - Strive to avoid and hurt the feelings of its members in any way.
  - Suppress the conflict at an early stage and make sure to identify it as much as possible.
  - Failure to take opposing positions that arouse controversy and debate among its teaching staff.
  - Stay away from provoking their members and taking care of their feelings.

The need of the faculties of tourism sciences to study the same strategy of cooperation By engaging its teaching staff in developing appropriate alternatives and care To integrate the capabilities of the owners and their skills by adopting a difference method Work and adopt a correct understanding of problems to avoid conflict.

The faculties of tourism science should study more Of interest in the strategy of compatibility through finding satisfactory solutions Between the conflicting parties help to make partial gains, As well as stay away from deepening problems and side conflicts And offer compromise solutions to win all sides.

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