

organizational Identity and Its Impact on Organizational conflict "A field study at the Iraqi Ministry of Planning"

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Abstract

Increasing the interest in the concept of organizational identity as one of the most important affecting variables on the organizational struggle of organizations as a whole, therefore this study aims to highlight and reveal the relationship and impact of the organizational identity dimensions represented by (symmetry, pride, respect) in (organizational conflict) and demonstrate its importance to the researched ministry.

To achieve the objectives of this study, a questionnaire was developed and distributed to a sample of (70) individuals in the Iraqi Ministry of Planning, (50) samples were valid for analysis, the data were processed using many statistical methods, most notably (arithmetic mean, standard deviation, correlation coefficient, regression coefficient) using the statistical program (SPSS), the most prominent results that the researcher reached was the effect and the correlation between the study axes (organizational identity) and (organizational conflict), and the most important recommendations were to enhance the sense of organizational identity among workers in the Iraqi Ministry of Planning, because of this positive reflection on the organizational conflict.

Key words: *organizational identity, organizational conflict management.*

The first topic

The general framework of the study

First: Introduction:

Organizational identity is considered one of the contemporary administrative issues that has resulted in contemporary administrative thought and has met with interest by researchers and practitioners, due to its psychological and behavioral repercussions on the individual, the group and the organization as a whole. Therefore, organizations seek to volunteer and adapt the characteristics of their identity to suit their circumstances and surroundings, by creating common spaces so that the identity is shared between workers and the organization, And because the strong and established organizational identity is able to make the organization more brilliant and distinguished, and able to face many difficult circumstances and undesirable behaviors that negatively affect the work and success of the organization, Among these behaviors is the destructive organizational conflict, which makes

the organization busy with solving internal conflict problems and their preoccupation in order to address and solve it.

Here, there is a clear link in this study between (organizational identity) and (organizational conflict) to contribute to building a model that explains the work of the organizational identity and its positive effects for workers and the organization, leading to facing and addressing problems and dangers and achieving excellence.

Second: The study problem:

The majority of organizations suffer from stirring up conflicts and conflicts between workers for many reasons, which in turn may affect the organizations' success and their ability to face competition in a changing, volatile and complex environment, Which requires administrations to address them in multiple ways and means that enable them to confront this conflict and mitigate it, and perhaps one of the means and concepts that may be successful in addressing the conflict is spreading the spirit of adherence to the organizational identity, which contributes to raising the employees' feeling of belonging to their organizations, loyalty to it and their commitment to the supreme goal of the organization and their participation in Achieving this goal being a part of it, And because the organizational identity works to increase the employees' sense of pride and pride in belonging and thus they are keen on the success of the organization and work to move away from everything that affects the weakening of this success, including avoiding conflicts and disputes.

*In the foregoing, the research problem can be crystallized with the following questions:

1. What is the level of availability of the study axis (organizational identity) and its dimensions in the surveyed ministry?
2. What is the level of availability of the study axis (organizational conflict) in the researched ministry?
3. What is the relationship of the link and the impact that the organizational identity has on the organizational conflict in the surveyed ministry?

Third: Study's Targets:

The study aims to achieve the following objectives:

1. Identify the level of importance of the dimensions of the axis of organizational identity (symmetry, pride, "appreciation," respect) and the level of importance of the dimensions of the axis of organizational conflict (avoidance, appeasement, strength, "compulsion", confrontation) of the surveyed ministry.
2. To know the extent of the (organizational identity) availability and the extent of the (organizational conflict) in the researched ministry.
3. Disclosing the identification of the correlational and influential relationship between (organizational identity) and (organizational conflict) the researched ministry.

Fourth: The importance of studying:

The importance of this study comes because it deals with one of the most important topics in the field of organizational behavior, because studying and understanding behaviors in organizations leaves positive effects and contributes to the organizations achieving their goals, and the importance of the study stems from:

- 1- The issue of organizational identity is considered one of the contemporary concepts in administrative literature, and the scarcity of writings - to the knowledge of the researcher - in the field of linking this identity with the organizational conflict, requires researchers more effort to uncover it and benefit from it in theoretical and practical aspects and enrich it better.
- 2- This study represents an attempt to diagnose the level of feeling of individuals working for organizational identity in the Iraqi Ministry of Planning.
- 3- Directing the attention of the leaders of the organizations on the importance of increasing the feeling and adherence to the organizational identity because of its significant and effective impact in reducing conflicts between employees and thus raising their level of performance.
- 4- Revealing the level of organizational identity and organizational conflict among individuals working in the Iraqi Ministry of Planning and testing the relationships of influence and association.

The study provides the leaders of the Ministry of Planning with a practical model through familiarity with the research variables.

Fifth: the hypothetical outline of the study:

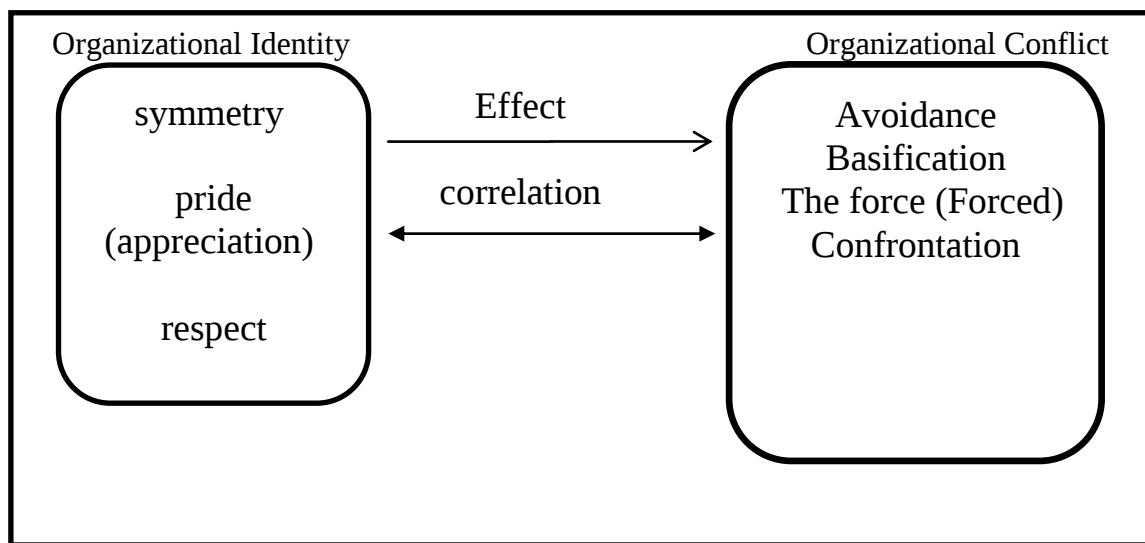


Figure (1) the hypothetical outline of the study.

Sixth: the study hypotheses:

The study used the following hypotheses:

The first main hypothesis: (there is a significant correlation between the organizational identity and the organizational conflict in the Iraqi Ministry of Planning), and this main hypothesis has branched out into the following sub-hypotheses:

1. There is a correlation between the (symmetry) dimension and the organizational conflict in the Iraqi Ministry of Planning.
2. There is a correlation between the dimension of (pride - appreciation) and organizational conflict in the Iraqi Ministry of Planning.
3. There is a correlation between the dimension of (respect) and the organizational struggle in the Iraqi Ministry of Planning.

The second main hypothesis: (There is a significant influence relationship with moral organizational identity in the organizational conflict in the Iraqi Ministry of Planning), and from this main hypothesis the following sub-hypotheses branched out:

1. There is a significant effect of the (symmetry) dimension in the organizational conflict in the Iraqi Ministry of Planning.
2. There is a moral effect of the (pride - appreciation) dimension in the organizational conflict in the Iraqi Ministry of Planning.
3. There is a significant effect of the (respect) dimension in the organizational conflict in the Iraqi Ministry of Planning.

Seventh: Study Methodology:

The study was adopted in order to cover the theoretical framework, desk survey for periodicals, references and the Internet. Then, a sample was chosen from the researched ministry, and (the analytical descriptive method and the field study method) was used to analyze the data collected by means of the questionnaire to answer the questions and test hypotheses.

Eighth: Study population and sample selection:

The study population consists of employees of administrative and organizational jobs and workers in the Iraqi Ministry of Planning. (70) questionnaires were distributed to the study sample individuals and (50) valid for analysis were retrieved.

Ninth: Limits of the study:

The study included the Iraqi the Iraqi Ministry of Planning, and the time limits for the study took three months during the year 2020.

Tenth: Data Collection Tool:

The questionnaire was used as a tool for collecting data and surveying the opinions of the sample. The questionnaire included two parts, the first of which was about the focus of the study (organizational identity), where it contained the dimensions of the organizational identity (similarity, pride, " appreciation ", respect). And the second is about the focus of the study (organizational conflict), as it included the dimensions of organizational conflict (avoidance, appeasement, strength, "compulsion", confrontation). The total number of paragraphs of the questionnaire in its first and second branches reached (28) paragraphs. The five-graded Likert scale was used (strongly agree - not at all) and the paragraphs were distributed as follows:

part One:

Paragraphs (1-12) to measure the independent axis (organizational identity) based on the study (Bakr, 2018), and the paragraphs of this axis were distributed as follows:

1. Symmetry (4) paragraphs (1-4).
2. Pride - Pride (4) from (5-8).
3. Respect (4) Paragraphs (9-12).

Paragraphs (13-28) to measure the dependent axis (organizational conflict) based on the study (Atta et al., 2014). The paragraphs of the axis were distributed as follows:

1. Avoidance (4) paragraphs (13-16).
2. appeasement (4) paragraphs (17-20).
3. strength (4) Paragraphs (21-24).
4. Confrontation (4), paragraphs (25-28).

Eleven: statistical treatment methods:

The data were processed statistically using the Statistical Package for Social Sciences (SPSS) program. Among these treatments are:

- 1- The arithmetic mean and the standard deviation.
- 2- Duplicates.
- 3- Correlation coefficient.
- 4- Linear regression equation.

Twelve: Previous Studies:

(Organizational identity) and (organizational conflict) are among the topics that have received great attention in administrative research, and among these studies:

1-Studies on organizational identity:

Studies have shown the existence of important relationships for organizational identity with many organizational variables. Among the Arab studies conducted in this direction, the study (Abdel-Wahab, 2006) revealed that there is a direct moral relationship between the characteristics of organizational identity and organizational autism. As for the study (Abu Halawa, 2008), the study revealed that demographic and functional factors have a clear effect on workers' perception of the dimensions of organizational identity. As for the study (Dahsh et al., 2015), the study revealed the existence of a positive correlation between psychological contract and social identity. As for the study (Abdel Fattah and Abu Youssef, 2016), this study revealed a positive correlation between servant leadership and the representation of organizational identity. As for the study (Brahimia, 2018, 195), it revealed that administrative leadership can work to activate organizational identity by forming organizational loyalty among workers.

As for foreign field studies that dealt with the relationship of organizational identity with other organizational variables, Gioia, et al., 2000) found that the instability of organizational identity arises from its mutual relationship with the mental image, which is characterized by a high degree of flexibility. As for the study (Foremen & Whetten, 2002), it revealed that the unification of the identity of the member with the identity of the organization has a significant impact on the member's commitment to his work. As for the study (Brickson, 2005), it was revealed that relationships with other interested parties have a great impact on an individual's perception of what the organization he works with. The study (Tuzun et al. 2009) revealed that the attractiveness of perceived organizational identity has a direct positive effect on both organizational symmetry and perceived organizational confidence. As for the study (Jarne, 2014), it revealed that although workers

reflect the identity of their organization, there is a gap between what they reflect and what they actually practice, as there is a difference in the workers' perception of the organizational identity.

2- Studies on organizational conflict:

There are several studies that dealt with the organizational conflict, and from the Arab studies that have dealt with this direction, it was found (Al-Muasher, 2005) that one of the methods used frequently in the management of brainstorming is the method of cooperation and then the method of settlement, followed by the method of competition, then avoidance and finally the method of concession. As for the study (Al-Hayali, 2005), it revealed the confrontational method is the most used method by administrators and coaches of sports organizations when dealing with organizational conflict. As for the study (Al-Asri, 2012), it revealed a correlation between organizational conflict management and job satisfaction. As for the study (Salman and Saleh, 2015), it revealed the existence of a relationship between constructive conflict and organizational symmetry. As for the study (Kadhim and Rashid, 2016), it revealed that the conflict cannot be considered always negative or judging it can be determined by the ability of the organization's management to manage it properly. As for the study (Fattah, 2017), it revealed a positive correlation between organizational culture and conflict management styles.

As for foreign field studies that dealt with the relationship of organizational conflict with organizational variables, Pascale (1991) found that reducing the degree of centralization and adopting dialogue and disclosure helps to solve organizational conflicts. As for the study (Mcintyre, 1993), it revealed that managers use the method of cooperation, compromise and appeasement to a large extent, from the point of view of managers and managers. As for the study (Kample, 1993), it revealed that there are no statistically significant differences between the methods used by managers to solve the organizational conflict. The study (Welt, 2000) revealed that middle school principals practice a reconciliation strategy in their management of conflict more than Secondary school principals do.

The second topic

The theoretical framework of the study

First: Organizational Identity:

1- The concept of organizational identity:

There is a set of definitions that writers and researchers have dealt with in the context of the organizational identity, where (Ibtisam, 2016, 63) sees it as the impression that the members of the organization carry and who work in the internal environment of their organization. This impression may be positive or negative, depending on the policy adopted within the organization. It is defined (Harem, 2004, 328) that "the organizational identity relates to the extent of belonging to the employees of the organization as a whole instead of the units in which they work or their professional field of specialization." (Bakr, 174, 2018) stated that, "Individuals feel that the organization appreciates their contributions and accomplishments, which enhances their sense of self-respect, pride and belonging to the organization, and a sense of unity and integration with it, which makes them more willing to make the effort to achieve its goals."

2- The importance of organizational identity:

The organizational identity is of great importance to the organization by providing the organization with many characteristics, including: (Brahimia, 2018, 197).

- A. The organizational identity as a framework for the decision: One of the characteristics of the organizational identity is (centralization, distinction, and continuity) as these characteristics show the nature of the organizational identity as a common plan that guides decision-makers.
- B. Organizational identity as an economic value: Organizations are continuously striving towards distinction and making a distinctive mark for them from all their competitors, and this will not be so unless the organization is distinguished by its own identity that makes it more effective and has a clear impact on society in general and its employees in particular, And companies with a clear organizational identity will exceed in their performance companies that do not have a clear identity, and that the impact of the organizational identity on the economic value of the organization will be indicative of the strength of the organizational identity.
- C. Organizational identity as a management tool: There are a set of factors that affect the values and convictions of individuals and determine their level of motivation, and then the level of performance, which in turn determines the degree of success of the organization's management tools, which is the issue of organizational identity. As it is one of the main issues to understand all the dimensions that may affect the success of organizations and play a pioneering role in influencing the values and convictions of employees and then on their decisions and behaviors, It is important to point out the need for a cultural model to run in line with the social reality and meet its special needs.

3- Dimensions of organizational identity:

There are several dimensions of organizational identity as follows:

- A. Symmetry: It is the degree to which the individual feels united and connected with the organization, so that its goals become his goals, position and position, and what it achieves in terms of success or failure represents in itself success and failure for him (Meal, 2000, 196).
- B. Pride: the feeling of belonging to the organization, which generates a sense of pride and pride in the individual in light of the positive vision of others (Baker, 2018, 175).
- C. Respect: It means the views of the members of the organization towards each other, and it means the individuals' evaluation of their position in the organization, and the extent of their acceptance as valuable members in the work group (colleagues, presidents, subordinates) (Blader, 2009, 445).

Because of the importance of these dimensions, they will be approved and tested on the practical side.

4- Functions of organizational identity:

The organizational function performs three basic functions, which are: (Meshry, 2016, 69)

- A. The moral function: It is described as the process of production (the meaning of the self) of individuals and groups, which makes them maintain knowledge of themselves, and introduce others to it, so the lack or interruption of (the meaning of the self) leads to the occurrence of identity crises and this same we drop it on the organization.
- B. The pragmatic function: the identity seeks to adapt the individual to his surroundings, as it takes into account the reality from which it derives the largest portion of its components, which makes the environment full of contradictions a real threat to the unity and harmony of the components of the identity, so the building of its components should be in harmony with the surroundings through negotiation.
- C. The value function: The individual is interested in assigning himself characteristics and functioning of positive value based on his being the ideal. Therefore, individuals and societies seek, during the negotiation process with the environment in which they live, to form a desirable and valuable identity for others.

5- Classifications of organizational identity:

It can be classified into two levels, namely:

- A. Weak organizational identity: the concerned parties 'sense of organizational identity is minimal, as essential features may be present and features may be distinctive to all organizations, but not enough time has passed (the continuity factor) to deepen this feeling, the organization's identity may change as a result of adopting new behavioral patterns. It requires the emergence of another identity or changes in the dominant identity, but this change in identity will be weak until a long time passes for it to take hold in the minds of the parties concerned (Abdul Latif and Judeh, 2010, 131).
- B. A strong organizational identity: the concerned parties feel a strong organizational identity when the essential features that distinguish it from other organizations exist, with the passage of a long time on those features. The strong organizational identity whose characteristics and dimensions are agreed upon among the concerned parties all help the administration to overcome the crises that You may face it and then contribute to the success of the organization's management and raising its level of performance.

Second: The Organizational Conflict:

1. The concept of organizational conflict:

There is a set of definitions that writers and researchers have dealt with in the context of organizational conflict, as (Daft and Noe, 2001, 448) see that conflict is a contradiction or incompatibility between two or more values, goals, or two needs.(Al-Amian, 2002, 364) explains that it is a competitive situation in which the parties to the conflict are aware of the conflict in the possibility of obtaining future positions, and each party desires to obtain the position that conflicts with the desire of the other party.(Abdul Qadir, 2017, 227) defines it as the active attempts made by

the individual to achieve certain goals, and if they are achieved, they will withhold from others the goals that they seek to achieve, and thus conflict arises between the two sides. (Kazem and Rashed, 2016, 205) shows that it is the process by which a person begins to feel that another negatively affects his work.

2. The importance of organizational conflict:

Organizational conflict sometimes represents a great importance for the organization, including what he mentioned including:

- A. Conflict is a tool for adaptation and survival: as the existence and discovery of conflict in the organization makes it imperative for management to confront and address it, which drives it to the expression through which the organization is able to adapt and adapt in order to continue its survival and growth (Al-Obaidi, 2008, 8).
- B. Conflict is a tool for developing and stimulating the capabilities of the contemporary manager: Confronting and managing conflict at the present time is an essential task of the contemporary manager who is expected to confront and manage conflict, not how or restrain it as a mere human being (Al-Enezi & ali, 2015, 9).
- C. Conflict as a tool for creativity: that there is a relationship between conflict, performance and creativity, when there is no conflict at all, performance suffers inertia, but if there is a limited and controlled conflict, it can arise among individuals motivated for initiative and creativity, and at the same time the high level of conflict which is Describes violence, lack of cooperation, or indifference, as it negatively affects performance and thus creativity (Al-Obaidi, 2008, 8).

3. Dimensions of the organizational identity:

There are several dimensions of organizational identity, as follows:

- A. **Avoidance:** It is the tendency of the individual or manager to withdraw from conflict situations or to stand at least neutral, and many methods can be used in this regard, including (limited interaction, neglect or ignoring the conflict (Ismail, 2007, 108).
- B. **Basification:** It means pacifying the conflict by comforting the parties to the conflict in order to calm them down, using effective language to restore healthy relations between the conflicting parties, as it seeks to gain time to settle minor points of contention and leave the essential points until their danger diminishes over time (Nakhla and others, 2001, 447). This strategy applies several methods (The mitigation method, The settlement method, Or conciliation) (Atta and others, 2014, 139).
- C. **The force)Forced(:** This style involves the tendency towards the use of force and power to dominate and control the individual to push him to agree with the opinion, and this method is used when there is no common ground that can be used for dialogue and agreement, and this can be done through the intervention of the senior management

directly or through politics in terms of reinstatement. The distribution of power between the conflicting parties (Al-Qaryouti, 2004, 260).

- D. **Confrontation:** It is the method that revolves around identifying the real causes of the conflict process by presenting the facts between the various parties to the conflict and analyzing them through holding periodic meetings and meetings. regulatory) (Atta and others, 2014, 140).

Because of the importance of these dimensions, they will be adopted and tested in the practical aspect.

4. The causes of the organizational conflict:

Several causes stand behind the organizational conflict, some of which have been identified:

- A. The role conflict: When two people have the same responsibilities, the potential for conflicts to arise exists (Al-Anzi and Ali, 2015, 9).
- B. Communication conflict: Failure to discuss and settle differences among workers leads to problems during communication, and since communication is a two-way process that needs clarity, and in the absence of that, the communication process will collapse (zerwekh, 2006, 272).
- C. The goal conflict: All workers have unique goals and objectives that they hope to achieve in their workplace. When workers seek to achieve personal goals, conflict can emerge (Al-Anzi and Ali, 2015, 9).

As for what he mentioned (Al-Tariq, 2006, 54) is that the causes of organizational conflict are due to poor organization and the nature of administrative organization, the style of the administrative personality, the feeling of deprivation, the quality of human relations, the ambiguity or lack of communication, the forms of exercising power, power and conflict around it, methods of decision-making The limited resources and their misdistribution, the communication system, the evasion of responsibility, the incentive system, the external interference in the affairs of the organization, the social transformations, the workers' opposition to the perception of goals and interests and the formal and informal communication.

5. Stages of organizational conflict:

The organizational conflict passes through a set of stages, namely:

- A. The hidden conflict stage: It is the conflict that is suppressed and does not result in any perception, understanding or feeling of appearing despite the existence of several reasons where aunts appear that affect individuals in the organization who will turn into conflict parties, and among these cases is competition for limited resources or the need for independence and bifurcation Targets and their overlapping (Saad Al-Who, 2010, 70).
- B. The perceived conflict stage: It begins when the conflicting parties realize that there is a potential conflict that will take place, and at this stage the information plays an important role in feeding images of conflict and its perceptions as it flows through

the available communication channels between those parties, whether they are individuals or groups (Issa, 2009,16).

- C. The stage of feeling the conflict: Here, the conflicting parties feel the indicators that indicate the actual beginning of the conflict, and this stage is in which the perceived conflict discloses the introductions and beginnings of the actual conflict and openly (Khalaf, 2017, 284).
- D. The stage of overt conflict: the parties to the conflict resort in this stage to an overt and explicit method to express the struggle against each other in various ways, such as overt quarrels and aggression, or an explosion of the situation or withdrawal, and others (Al-Ayeb, 2009, 73).
- E. The post-conflict stage: the outcome of the conflict depends on its management style. If the conflict is managed in a way that satisfies all parties, this will encourage cooperation, mutual understanding and coordination in the future between the parties to the conflict, but if the conflict is suppressed, avoided, or managed in a way that leads to satisfaction According to one of the parties, according to the other side, it is possible that things will get worse and that new conflicts will appear later. If the workers feel frustrated as a result of the failure to manage the conflict, then the new conflict can reveal bigger problems than it is in the current situation (Khalaf, 2017, 284) .

The third topic

Presentation, analysis and interpretation of results at the level of the researched sample

This chapter seeks to present the results of the field study and analyze them using the statistical program (spss) through the arithmetic mean, standard deviation, correlation coefficient and the linear regression equation of the investigated variables and their sub-dimensions.

First: Characteristics of the research sample:

1. **Gender:** The results are shown in Table (1).

Table (1) represents the surveyed sample distributed by gender				
gender	Repetition	Percentage	Adjusted ratio	Aggregate ratios
Male	42	84.0%	84.0%	84.0%
female	8	16.0%	16.0%	100.0%
Total	50	100.0%	100.0%	

2. **Scientific experience:** The results are shown in Table (2).

Table (2) represents the studied sample distributed according to scientific experience
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Number of years of scientific experience	Repetition	Percentage	Adjusted ratio	Aggregate ratios
Less than 10 years	19	38.0%	38.0%	38.0%
From 10 to less than 20 years old	23	46.0%	46.0%	84.0%
20 years or more	8	16.0%	16.0%	100.0%
Total	50	100.0%	100.0%	38.0%

3. Academic qualification: The results are shown in Table (3).

Table (3) represents the studied sample distributed according to academic qualification				
academic qualification	Repetition	percentage	Adjusted ratio	Aggregate ratios
High school and less diploma	0	0.0%	0.0%	0.0%
Bachelor	15	30.0%	30.0%	30.0%
Postgraduate studies	35	70.0%	70.0%	100.0%
Total	50	100.0%	100.0%	

4. Age: The results are shown in Table (4).

Table (4) represents the studied sample distributed according to the age group				
Age group	Repetition	percentage	Adjusted ratio	Aggregate ratios
Less than 25 years old	0	0.0%	0.0%	0.0%
From 25 to 35 years old	30	60.0%	60.0%	60.0%
From 35 to 45 years old	20	40.0%	40.0%	100.0%
From 45 to 55 years old	0	0.0%	0.0%	
55 years and over	0	0.0%	0.0%	
Total	50	100.0%	100.0%	

Second: Description and diagnosis of research variables:

This requirement is represented in finding the relative importance of the answers of the researched sample on the independent variable represented by the organizational identity in its axes (symmetry, pride, respect), and the adopted variable represented by the organizational conflict. Each variable and its axes were dealt with in detail as follows:

1- Description and diagnosis of organizational identity:

The first axis: symmetry:

This axis consists of four questions, and the importance of the axis in general and its questions in particular is evident through Table (5).

Table (5) represents the results of the answers to the (symmetry) axis questions.

R el ati ve im po rta nc e	Coeff icient of vari ation	stan dar d devi atio n	Arit hm etic me an	Do not agree strongly (1)		do not agree (2)		neutral (3)		Agreed (4)		Strongly agree (5)		The para grap hs	
				%	T	%	T	%	T	%	T	%	T		
4	30.79%	1.133	3.68	0.0	0	20	10	24	12	24	12	32	16	Q1	1
3	24.62%	0.98	3.98	0.0	0	6	3	30	15	24	12	40	20	Q2	2
2	17.13%	0.74	4.32	0.0	0	0.0	0	16	8	36	18	48	24	Q3	3
1	12.50%	0.49	3.92	0.0	0	0.0	0	16	8	76	38	8	4	Q4	4
				Total indexes of the axis of symmetry											
				8.50%	0.84	3.98									

Table (5) indicates the arithmetic mean, the standard deviation and the coefficient of variation related to the sample researched regarding the (symmetry) axis, and it also reflects a general arithmetic mean for the variable of (3.98) which is higher than the hypothetical mean value of (3), noting that the general standard deviation is (0.84).) And the difference coefficient (8.50%).

As for the questions level, this axis was measured through four questions, as shown in Table (5), and the results were distributed among the highest answer level achieved by the third question, as the mean value for it reached (4.32), which is higher than the hypothetical mean value of (3), And a high dispersion between the answers is confirmed by the standard deviation (0.74), while the first question achieved the lowest level of an answer, as its mean value was (3.68), and a high dispersion between the answers confirmed by the standard deviation (1.133).

As for the order of the questions of the axis of symmetry in terms of relative importance, this is represented in the last column of Table (5). The criterion of the coefficient of variation was adopted to determine this importance, as it appeared that the fourth question is the most important.

The second axis: pride:

This axis consists of four questions, and the importance of the axis in general and its questions in particular is evident through Table (6).

Table (6) represents the results of the answers to the (pride) axis questions.

Rel ati ve im por tan ce	Coeff icient of vari ation	stan dar d devi atio n	Ari th m eti c m ea n	Do not agree strongly (1)		do not agree (2)		neutral (3)		Agreed (4)		Strongly agree (5)		the ques tion	
				%	T	%	T	%	T	%	T	%	T		
1	12.50 %	0.49	3.92	0.0	0	0.0	0	16	8	76	38	8	4	Q5	1
2	16.07 %	0.63	3.92	0.0	0	0.0	0	24	12	60	30	16	8	Q6	2
3	21.69 %	0.82	3.78	0.0	0	0.0	0	46	23	30	15	24	12	Q7	3
4	24.86 %	0.86	3.46	0.0	0	16	8	30	15	46	23	8	4	Q8	4
				Total Pride Axis Indicators											
				7.51%	0.70	3.77									

Table (6) indicates the arithmetic mean, the standard deviation, and the coefficient of variation related to the sample surveyed regarding the axis of pride . It also reflects a general arithmetic mean for the variable of (3.77) and this value is higher than the hypothetical mean value of (3), noting that the general standard deviation is (0.70) and the coefficient of variation (7.51%).

As for the questions level, this axis was measured through four questions, as shown in Table (6), and the results were distributed between the highest level of answers achieved by the fifth and sixth questions, as the mean value for it reached (3.92), which is higher than the hypothetical mean value of (3) And the eighth question had the lowest answer level with a mean of (3.46). As for the dispersion between the answers, the fourth question was the best, with a standard deviation of (0.86).

As for the order of the (pride) axis questions in terms of relative importance, this is reflected in the last column of Table (6), as it appeared that the fifth question is the most important.

The third axis: respect:

This axis consists of four questions, and the importance of the axis in general and its questions in particular is evident through Table (7).

Table (7) represents the results of the answers to the questions of the axis (respect)

R e l a t i v e i m p o r t a n c e	Coe ffi ci ent of vari atio n	stan dar d devi atio n	Arit hm etic me an	Do not agree strongly (1)		do not agree (2)		neutral (3)		Agreed (4)		Strongl y agree (5)		the questi on	
				%	T	%	T	%	T	%	T	%	T		
4	28.30 %	1.03	3.64	8	4	0.0	0	28	14	48	24	16	8	Q9	1
2	20.21 %	0.78	3.86	0.0	0	8	4	14	7	62	31	16	8	Q10	2
3	20.57 %	0.79	3.84	0.0	0	8	4	16	8	60	30	16	8	Q11	3
1	12.50 %	0.49	3.92	0.0	0	0.0	0	16	8	76	38	8	4	Q12	4
	8.16 %	0.77	3.82	Total indicators of the axis of respect											

Table (7) indicates the arithmetic mean, the standard deviation and the coefficient of variation related to the sample researched regarding the axis of respect, and it also reflects a general arithmetic mean for the variable of (3.82), which is greater than the hypothetical mean value of (3), noting that the general standard deviation is (0.77) As well as the coefficient of variation (8.16%).

As for the questions level, this axis was measured through four questions, as shown in Table (7), and the results were distributed among the highest level of the answer achieved by the ninth question, as its mean value reached (3.64), which is higher than the hypothetical mean value of (3). And a high dispersion between the answers is confirmed by the standard deviation (1.03). As for the twelfth question, it achieved the lowest level of an answer, as its mean value was (3.92), and a low dispersion between the answers confirmed by the standard deviation (0.49).

As for the order of the questions in the (Respect) axis in terms of relative importance, this is reflected in the last column of Table (7), as it appeared that the twelfth question is the most important.

2- Description and diagnosis of organizational conflict:

The first axis: avoidance:

This variable consists of four questions, and the importance of the variable in general and its questions in particular are evident through Table (8).

Table (8) represents the results of the answers to the variable questions (avoidance)

Rel ativ e imp orta nce	Coeffi cient of variati on	stand ard deviat ion	Arithm etic mean	Do not agree strongly (1)		do not agree (2)		neutral (3)		Agreed (4)		Strongly agree (5)		the question	
				%	T	%	T	%	T	%	T	%	T		
1	21.47 %	0.76	3.54	0.0	0	16	8	14	7	70	35	0.0	0	Q13	1
3	32.65 %	1.11	3.40	8	4	8	4	36	18	32	16	16	8	Q14	2
2	31.01 %	0.98	3.16	0.0	0	32	16	28	14	32	16	8	4	Q15	3
4	44.68 %	1.26	2.82	16	8	24	12	38	19	6	3	16	8	Q16	4
	12.98 %	1.03	3.23	Total indicators of the axis of avoidance											

Table (8) indicates the arithmetic mean, the standard deviation and the coefficient of variation related to the viewpoint of the researched sample regarding the variable (avoidance), and it also reflects a general arithmetic mean for the variable of (3.23), which

is higher than the hypothetical mean value of (3), noting that the general standard deviation is (1.03) and the coefficient of variation (12.98%).

As for the questions level, this variable was measured through four questions, as shown in Table (8), and the results were distributed among the highest level of answer achieved by the thirteenth question, as the mean value for it was (3.54), which is higher than the hypothetical mean value of (3) And with a high dispersion between the answers, confirmed by the standard deviation (0.76), while the sixteenth question achieved the lowest level of an answer, as its mean value was (2.82), and with a high dispersion between the answers, confirmed by the standard deviation (1.26).

As for the order of the (avoidance) variable questions in terms of relative importance, this is reflected in the last column of Table (8), as it appeared that the thirteenth question is the most important.

The second axis: appeasement:

This variable consists of four questions, and the importance of the variable in general and its questions in particular are evident through Table (9).

Table (9) represents the results of the answers to the questions variable (appeasement)

R el ati ve im po rta nc e	Coe ffi cient of vari atio n	stan dar d devi atio n	Arit hm etic me an	Do not agree strongly (1)		do not agree (2)		neutral (3)		Agreed (4)		Strongly agree (5)		the questi on	
				%	T	%	T	%	T	%	T	%	T		
3	20.26 %	0.62	3.06	0.0	0	16	8	62	31	22	11	0.0	0	Q1 7	1
2	18.48 %	0.61	3.30	0.0	0	8	4	54	27	38	19	0.0	0	Q1 8	2
1	14.20 %	0.50	3.52	0.0	0	0.0	0	48	24	52	26	0.0	0	Q1 9	3
4	25.47 %	0.82	3.22	0.0	0	16	8	54	27	22	11	8	4	Q2 0	4
				Total indices of appeasement variable											
	7.84%	0.64	3.28												

e															
				%	T	%	T	%	T	%	T	%	T		
4	32.73 %	0.91	2.78	8	4	30	1 5	38	19	24	12	0.0	0	Q2 1	1
2	24.67 %	0.75	3.04	6	3	8	4	62	31	24	12	0.0	0	Q2 2	2
3	32.29 %	1.13	3.50	6	3	16	8	16	8	46	23	16	8	Q2 3	3
1	22.35 %	0.76	3.40	0.0	0	8	4	52	26	32	16	8	4	Q2 4	4
	11.20 %	0.89	3.18	Total strength variable indicators											

Table (10) indicates the arithmetic mean, the standard deviation and the coefficient of variation related to the viewpoint of the surveyed sample regarding the variable (strength), and it also reflects a general arithmetic mean for the variable of (3.18), which is higher than the hypothetical mean value of (3). (0.89) and the coefficient of variation (11.20%).

As for the questions level, this variable was measured through four questions, and as shown in Table (10), and the results were distributed among the highest response level achieved by the twenty-third question, as its mean value reached (3.50), which is higher than the hypothetical mean value of (3) And with a high dispersion between the answers, confirmed by the standard deviation (1.13), as for the twenty-one question, it achieved the lowest level of an answer, as its mean value reached (2.78), and a high dispersion between the answers confirmed by the standard deviation (0.91).

As for the order of the questions of the power variable in terms of relative importance, this is reflected in the last column of the table (10), as it appeared that the twenty-fourth question is the most important.

Fourth Axis: Confrontation:

This variable consists of four questions, and the importance of the variable in general and its questions in particular are evident through Table (11).

Table (11) represents the results of the answers to the questions variable (confrontation)

Re lati ve im po rta nc e	Coeff icient of vari ation	stan dar d devi atio n	Arit hm etic me an	Do not agree strongly (1)		do not agree (2)		neutral (3)		Agreed (4)		Strongly agree (5)		the ques tion	
				%	T	%	T	%	T	%	T	%	T		
3	28.45%	1.03	3.62	8	4	0.0	0	30	15	46	23	16	8	Q25	1
4	42.41%	1.23	2.90	16	8	24	12	22	11	30	15	8	4	Q26	2
2	27.46%	0.95	3.46	8	4	0.0	0	38	19	46	23	8	4	Q27	3
1	18.50%	0.64	3.46	0.0	0	8	4	38	19	54	27	0.0	0	Q28	4
	11.68 %	0.96	3.36	Total indicators of the confrontation variable											

Table (11) indicates the arithmetic mean, the standard deviation, and the coefficient of variation related to the viewpoint of the surveyed sample regarding the variable (confrontation). It also reflects a general arithmetic mean for the variable of (3.36), which is higher than the hypothetical mean value of (3), noting that the general standard deviation is (0.96) and the coefficient of variation (11.68%).

As for the questions level, this variable was measured through four questions, as shown in Table (11), and the results were distributed among the highest answer level achieved by the twenty-fifth question, as its mean value reached (3.62), which is higher than the hypothetical mean value of (3) And with a high dispersion between the answers, confirmed by the standard deviation (1.03), while the twenty-seventh and twenty-eighth questions achieved the lowest level of an answer, as its mean value was (3.46), and a high dispersion between the answers confirmed by the two standard deviations (0.95) and (0.64).

As for the order of the face variable questions in terms of relative importance, this is reflected in the last column of Table (11), as it appeared that the twenty-eighth question is the most important.

Third: Inferential Statistics:

For the purpose of covering the inferential side of the research, the research hypotheses test was conducted as follows:

1) **The first main hypothesis:** measuring the relationship between the organizational identity variables and the organizational conflict variables:

The null hypothesis: There is no significant correlation between the organizational identity variables and the organizational conflict variables.

Alternative hypothesis: There is a significant correlation relationship between the organizational identity variables and the organizational conflict variables.

To test the previous hypothesis, Pearson's simple linear correlation coefficient was used, and the results are shown in Table (12).

Table (12) Pearson Correlation Matrix between (organizational identity) variables and (organizational conflict) variables			
Variable		Organizational identity	Organizational conflict
Organizational identity	Pearson Correlation	1	0.642
	Sig.(2-tailed)		0.000
Organizational conflict	Pearson Correlation	0.642	1
	Sig.(2-tailed)	0.000	0.642

It appears from Table (12) that there is an average direct correlation between the dimensions of (organizational identity) and (organizational conflict), as the correlation value appeared to be 0.642, where the value of Sig appeared. Less than 0.05, which leads to the significance of the value of the correlation coefficient, i.e. the previous null hypothesis is rejected and the alternative hypothesis accepted.

A. **The first sub-hypothesis:** measuring the relationship between the (symmetry) dimension and the organizational conflict.

The null hypothesis: There is no significant correlation between the (symmetry) dimension and the organizational conflict.

Alternative hypothesis: There is a significant correlation between the (symmetry) dimension and the organizational conflict.

To test the previous hypothesis, Pearson's simple linear correlation coefficient was used, and the results are shown in Table (13).

Table (13) Pearson correlation matrix between the (symmetry) dimension and the organizational conflict			
Variable		Symmetry	Organizational conflict
Symmetry	Pearson Correlation	1	0.371
	Sig.(2-tailed)		0.008
Organizational conflict	Pearson Correlation	0.371	1
	Sig.(2-tailed)	0.008	

It appears from Table (13) that there is a weak direct correlation between the dimension of (symmetry) and the organizational conflict, as the correlation value 0.371

appeared, where the value of Sig appeared. Less than 0.05, which leads to the significance of the value of the correlation coefficient, i.e. the previous null hypothesis was rejected and the alternative hypothesis accepted.

B. The second sub-hypothesis: measuring the relationship between the dimension of pride (pride) and organizational conflict.

The null hypothesis: There is no significant correlation between the (pride) dimension and the organizational conflict.

Alternative hypothesis: There is a significant correlation between the (pride) dimension and the organizational conflict.

To test the previous hypothesis, Pearson's simple linear correlation coefficient was used, and the results are shown in Table (14).

Table (14) Matrix of Pearson's correlation between the (pride) dimension and the organizational conflict			
Variable		pride	Organizational conflict
pride	Pearson Correlation	1	0.564
	Sig.(2-tailed)		0.000
Organizational conflict	Pearson Correlation	0.564	1
	Sig.(2-tailed)	0.000	

It appears from Table (14) that there is an average direct correlation between the dimension of (pride) and the organizational conflict, as the correlation value appeared to be 0.564, where the value of Sig appeared. Less than 0.05, which leads to the significance of the value of the correlation coefficient, i.e. the previous null hypothesis is rejected and the alternative hypothesis accepted.

C. The third sub-hypothesis: measuring the relationship between the dimension of (respect) and the organizational conflict.

The null hypothesis: There is no significant correlation between the (respect) dimension and the organizational conflict.

Alternative hypothesis: There is a significant correlation between the (respect) dimension and the organizational conflict.

To test the previous hypothesis, Pearson's simple linear correlation coefficient was used, and the results are shown in Table (15).

Table (15) matrix of Pearson's correlation between the (respect) dimension and the organizational conflict			
Variable		respect	Organizational conflict
respect	Pearson Correlation	1	0.651
	Sig.(2-tailed)		0.000
Organizational conflict	Pearson Correlation	0.651	1
	Sig.(2-tailed)	0.000	

It appears from Table No. (15) that there is an average direct correlation between the dimension of respect and the organizational conflict, as the correlation value 0.651 appeared, where the value of Sig appeared. Less than 0.05, which leads to the significance of the value of the correlation coefficient, i.e. the previous null hypothesis was rejected and the alternative hypothesis accepted.

2) **Second: The second main hypothesis:** measuring the effect of organizational identity variables on the organizational conflict.

The null hypothesis: There is no influence of organizational identity variables in organizational conflict.

Alternative Hypothesis: There is an influence of organizational identity variables in organizational conflict.

To test the previous hypothesis, the simple linear regression equation was used and the variance analysis of the model was found, as (organizational identity) represents the independent variable, and (organizational conflict) represents the dependent variable, and the results appear in Table (16).

Table (16) represents a table of variance analysis for the simple linear regression model to show the extent of the influence of organizational identity variables in the organizational conflict					
Sample	Degree of freedom	Sum of squares	Average of squares	Test (F)	Sig.
Regression	1	4.878	4.878	33.660	0.000
The error	48	6.956	0.145		
Macro	49	11.834			

It is noted from Table (16) that the value of Sig. The amount (0.000) is less than (0.05) at the level of significance, and therefore we infer the rejection of the null hypothesis and acceptance of the alternative hypothesis, meaning that there is a significant effect of the independent variable (organizational identity) on the dependent variable (organizational conflict). In addition to F value (0.05, 1,48)= 33.660 is Larger than F-Table (0.05, 1,48)= 4.043 Then we reject the null hypothesis.

A. **The first sub-hypothesis:** measuring the effect of the symmetry variable on the organizational conflict.

The null hypothesis: There is no effect of the (symmetry) variable in the organizational conflict.

Alternative hypothesis: There is an effect of the symmetry variable in the organizational conflict.

To test the previous hypothesis, the simple linear regression equation was used and the analysis of variance was found for the model, as (symmetry) represents the independent variable, and (organizational conflict) represents the dependent variable, and the results appear in Table (17).

Table (17) represents a table of variance analysis for the simple linear regression model to show the extent of the influence of (symmetry) on the organizational conflict.					
Sample	Degree of freedom	Sum of squares	Average of squares	Test (F)	Sig.
Regression	1	1.631	1.631	7.671	0.008
The error	48	10.203	0.213		
Macro	49	11.834			

It is noted from Table (17) that the value of Sig. The amount (0.008) is less than (0.05) at the level of significance, and therefore we infer the rejection of the null hypothesis and acceptance of the alternative hypothesis, meaning that there is a significant effect of the variable (symmetry) on the variable (the organizational conflict). In addition to F value (0.05, 1,48)= 7.671 is Larger than F-Table (0.05, 1,48)= 4.043 Then we reject the null hypothesis.

B. The second sub-hypothesis: measuring the effect of the variable of pride (pride) on (organizational conflict).

The null hypothesis: There is no effect of the (pride) variable in the organizational conflict.

Alternative hypothesis: There is an effect of the (pride) variable in the organizational conflict.

To test the previous hypothesis, the simple linear regression equation was used and the analysis of variance was found for the model, where (pride) represents the independent variable, and (organizational conflict) represents the dependent variable, and the results appear in Table (18).

Table (18) represents the analysis of variance table for the simple linear regression model to show the extent of the effect of the pride variable on the organizational conflict					
Sample	Degree of freedom	Sum of squares	Average of squares	Test (F)	Sig.
Regression	1	3.769	3.769	22.431	0.000
The error	48	8.065	0.168		
Macro	49	11.834			

It is noticed from Table (18) that the value of Sig. The amount (0.000) is less than (0.05) at the level of significance, and therefore we infer the rejection of the null hypothesis and acceptance of the alternative hypothesis, meaning that there is a significant effect of the independent variable (pride) on the dependent variable (organizational conflict). In addition to F value (0.05, 1,48)= 22.431 is Larger than F-Table (0.05, 1,48)= 4.043 Then we reject the null hypothesis.

C. The third sub-hypothesis: Measuring the impact of a variable (respect) on (organizational conflict)

The null hypothesis: There is no effect of the variable (respect) on the variables of the organizational conflict.

Alternative hypothesis: There is an effect of a variable (respect) in the organizational conflict.

To test the previous hypothesis, the simple linear regression equation was used and the analysis of variance was found for the model, as (respect) represents the independent variable, and (organizational conflict) represents the dependent variable, and the results appear in Table (19).

Table (19) represents a table of variance analysis for the simple linear regression model to show the extent of the influence of (respect) in the organizational conflict					
Sample	Degree of freedom	Sum of squares	Average of squares	Test (F)	Sig.
Regression	1	5.018	5.081	35.336	0.000
The error	48	6.816	0.142		
Macro	49	11.834			

It is noted from Table (19) that the value of Sig. The amount (0.000) is less than (0.05) at the level of significance, and therefore we infer the rejection of the null hypothesis and acceptance of the alternative hypothesis, meaning that there is a significant effect of the independent variable (respect) on the dependent variable (the organizational conflict). In addition to F value (0.05, 1,48)= 35.336 is Larger than F-Table (0.05, 1,48)= 4.043 Then we reject the null hypothesis.

Results and Recommendations.

Results:

The results of the study can be summarized as follows:

- 1) The results revealed that the majority of the sample surveyed are males, and this may be related to the nature of the jobs that the ministry needs in terms of the ability to plan and draw future plans and a greater ability of women for logical thinking and analysis.
- 2) The study made it clear that the majority of the sample are experienced between 10-20 years, which is an indication that the majority of the sample have good experience, and this is reflected in the strategic work of the Ministry, which in turn is reflected in all other governmental organizations.
- 3) The study showed that about two-thirds of the sample are graduate students, and this is very consistent with the nature of the work and activities carried out and provided by the Ministry of Planning, which are related to planning, which requires a high level of knowledge because of these jobs of certain knowledge and scientific requirements.
- 4) The results showed the existence of a correlation and influence between the study axes (organizational identity) and (organizational conflict) in the organization, and this means that the conflict in the Iraqi planning ministry can be mitigated through

the dimensions of the organizational identity and the degree of strength of workers' sense of their organizational identity.

- 5) You see the perceptions of the research sample workers towards the sense of the organizational identity of the Iraqi Ministry of Planning that there is a general feeling and interest in the organizational identity.
- 6) The results revealed that the organization relies on the strength of the organizational identity and its consolidation as one of the methods in mitigating the organizational conflict.
- 7) The results showed that the organizational identity variable has an effect on the organizational conflict variable in the organization, and this means that the employees' awareness of the characteristics of the ministry's identity in its current form creates a state of awareness for them in employing this identity in facing future conflicts.
- 8) The results showed that the dimension of (symmetry) in the organizational identity is the strongest link with the organizational conflict, and this means that the workers consider the position of the organization to be their position and that its objectives are their goals, and this is reflected in the reduction of conflicts, since the conflict is negatively reflected in the achievement of all its objectives.

Recommendations:

- 1) Enhancing the sense of organizational identity among workers, as this has a positive impact on the organizational conflict.
- 2) Encouraging workers to increase the feeling and belief in the organizational identity and motivating them financially and morally.
- 3) Raising the level of awareness of management in the organization of the importance of organizational identity, as it contains unique features that give it continuity and face conflicts.
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Best Wishes.

After Greetings :

We put in your hands a questionnaire for the purposes of scientific research on the topic (organizational identity and its impact on organizational conflict) an applied study in the (Iraqi Ministry of Planning).

Please kindly answer all the expressions contained in the questionnaire with accuracy, clarity and frankness, bearing in mind that the information that will be collected through your answers will be kept completely confidential and will not be used except for scientific research purposes only.

Thank you for your cooperation with us....

***Note:** Please fill in the following information by ticking (True).

Researcher

Lecturer. Marwan Sabah Hasan

First: demographic variables:

1. Gender

Male ☐

Female ☐

2. Years of experience

Less than (10) years ☐

From (10) and less than (20) ☐

From (20) or more ☐

3- Academic qualification

High school and less ☐

diploma ☐

Bachelor ☐

Postgraduate ☐

3- Age

Less than 25 years old ☐

25 - 35 years old ☐

35-45 years old ☐

45-55 years old ☐

55 years and over ☐

Second: Organizational Identity:

No.	The question	Strongly Agree	Agree	Neutral	Not agree	Not agree totally
The first dimension: symmetry						
1	I say (we do such-and-such) instead of (they do such-and-such) when I talk about the organization					
2	I feel a sense of belonging and loyalty to the organization					
3	I feel that the success of the organization is a personal success for me					
4	I feel I am an important part of the work group in the organization					
The second dimension: pride						
5	I feel very proud and proud to be part of the work group in the organization					
6	I feel a lot of respect within the community as I work in my organization					
7	I work for one of the best organizations on the market					
8	I am always proud that my organization is one of the most desirable places to work					
The third dimension: respect						
9	I share my thoughts on the job and my superiors appreciate it					
10	My bosses respect the work I do					
11	My bosses appreciate what I contribute to the business					
12	My bosses and colleagues value me as an important member of the business community					

Third: Organizational Conflict:

No.	The question	Strongly Agree	Agree	Neutral	Not agree	Not agree totally
	The first dimension: avoidance					
13	The organization prefers to withdraw from problematic situations to avoid conflict					
14	The organization provides a humane and psychological environment that minimizes the effects of conflict					
15	The organization gives more powers to departments and direct officials to deal with problems					
16	The organization is concerned with addressing problems before they arise to prevent them from turning into conflict situations					
	The second dimension: appeasement					
17	The organization uses methods of negotiation and persuasion to reach a solution satisfactory to all parties to the conflict					
18	The organization works to persuade some parties to concede their goals in order to settle the conflict					
19	The organization strives to ensure that its decisions are satisfactory to all parties to the conflict					
20	The organization works to balance the goals of the organization with the goals and interests of the parties to the conflict					
	The third dimension: strength					
21	The organization uses methods of threat and intimidation to pressure the parties to the conflict to end it					
22	The organization works to isolate the influencing elements in the conflict and hinting that it can be					

	dispensed with					
23	The organization is interested in some parties to the conflict at the expense of others to control the conflict					
24	The organization pursues a policy of redistributing forces between the conflicting parties to reduce conflict					
	The fourth dimension: confrontation					
25	The organization works on raising the facts in front of the conflicting parties to find out the extent of their trust and loyalty to them					
26	The organization works to rotate the employees' sites in order to know the impressions and ideas of others and understand the function of the other party to reduce conflict					
27	The organization works on frank and direct understanding between the parties to the conflict and accurately present points of disagreement to determine the causes of conflict					
28	The organization works to hold meetings to solve problems through formal confrontation for the purpose of views and discussion on how to solve the causes of conflict and find possible solutions to them					