

The Role of Conflict Management in Improving the Creative Behavior of Employees in Airlines

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Abstract

Conflict is impossible to be avoided but possible to be managed. So, conflict can be healthy if it is managed effectively. This paper aims to explore the role of conflict management in improving the creative behavior of employees who work in the airlines. A mixed-method was applied to collect data; a questionnaire and in-depth interview. A simple random method was used. 486 questionnaires were valid for statistical analysis. Single and multiple regression analyses were utilized to investigate the role of conflict management in enhancing the creative behavior of employees. The results show that three styles of conflict management, namely integrating, obliging, and compromising have a positive effect on creative behavior while dominating and avoiding styles have a negative effect. The study recommends that the managers of airlines in Egypt should pay more attention to the most effective method while dealing with conflict. The managers can use integrating, obliging, and compromising conflict management styles, which play a vital role in improving the creative behavior of employees.

Keywords: Conflict Management, Integrating Style, Obliging Style, Dominating Style, Avoiding Style, Compromising Style, Creative Behavior.

Introduction

In any workplace, employees and employers need to work together in harmony as a team to achieve their organizational objectives (Yusuf & Anuar, 2014). In achieving these objectives, they will inevitably be facing some conflicts and would need close cooperation among them to address these conflicts (Yusuf & Anuar, 2014). Conflict is a phenomenon that is bound to take place when people interact with each other (Alzahrani, 2013). The reason for conflicts in the workplace is that every employee comes into the organization with diverse needs, and sees the organization as a path through which such needs could be satisfied (Salolomo et al., 2016).

In addition, several types or levels of conflict exist, such as conflict that occurs within an individual (intrapersonal), the conflict between individuals (inter-personal), conflict

within a group (intra-group), the conflict between groups (inter-group), and conflict within organizations (intra-organizational) (Bercovitch, 1983; Madalina, 2016). If there are too many conflicts, it is bound to affect staff motivation and relationships (De Dreu & Van Vianen, 2001; De Dreu & Weingart, 2003). Conflict may also affect the profitability and survival of the organization (Egyptian airline) (Taher & Gomes, 2018).

What makes conflict positive or negative is the way individuals or groups manage the conflict (Alzahrani, 2013). So, managing conflict has become a necessary managerial phenomenon because of the diversity-driven nature of contemporary workplaces whereby people from different divides in terms of religion, gender, profession, age, generational class, personality, values, etc. come together to achieve a set goal (Wobodo, 2019). The first conceptual scheme for classifying conflict styles was presented by Blake & Mouton (1964), who identified five modes of handling conflict: forcing, withdrawing, smoothing, compromising, and problem-solving. Utilizing effective strategies to handle conflict supports organizations to mitigate the negative effects and strengthen the positive outcomes of conflict (Leffel & Darling, 2012; Rahim, 2002).

Williams (2011) asserts that functional outcome of conflict may stimulate new ideas, creative thinking (Alper, et al., 2000; Chen, et al., 2005; & Kaitelidou et al., 2012), and find solutions for current problems and fulfill the gaps, so they are likely to lead developments in organizational level (Moghimi & Subramanaim, 2013). Creative employees are more likely to discover customers' hidden needs, develop a good rapport with customers, and solve their service problems creatively and effectively, ultimately creating a superior experience (Grewal & Levy et al., 2009).

The objectives of this article are to a) provide an overview of the conflict management styles; b) identify the five styles of conflict management, each style separately and its importance in the airline companies in Egypt; c) identify the level of creative behavior of employees in airlines; and d) explore the impact of conflict management styles on enhancing the creative behavior of employees in the airlines.

This research came to clarify the nature of conflict and the conflict management styles which may potentially provide the managers of Egyptian airlines and human resources managers with knowledge about which conflict management styles can be used, to effectively deal with conflict and which one will have its positive impact on the creative behavior of employees in Egyptian airlines.

To achieve the article's aims the following hypotheses were developed

H1. There is a positive correlation between integrating or cooperating conflict management style and the creative (innovative) behavior of employees in airlines.

H2. There is a positive correlation between obliging management style and the creative (innovative) behavior of employees in airlines.

H3. There is a negative relationship between dominating management style and the creative (innovative) behavior of employees in airlines.

H4. There is a negative correlation between avoiding conflict management style and the creative (innovative) behavior of employees in airlines.

H5. There is a positive relation between compromising conflict management style and the creative (innovative) behavior of employees in airlines.

H6. There is a significant correlation between conflict management styles and the creative behavior of employees in airlines.

Literature Review

Conflict management concept

Conflict management serves the role of enabling groups develop conflict resolution skills such as managing conflict, finding self-awareness about the types of conflict and effectively communicating while in conflict with a team member (Momanyi & Jima, 2016). Managing conflict is an important leadership skill for managers and other organizational leaders (Shapiro, 2014). By managing conflict properly, various alternatives solutions to a problem, new approaches and clarifications are discovered which consequently, helps airline makes better decisions and are able to stimulate change and growth for the betterment of the organization (E.g. airline) (Chen et al., 2005; Enock, et al., 2013; Kimball, 2004; Lee, 2008; Lin, 2003; Williams, 2011). Al-Mamary & Hassan (2017) argued that conflict is impossible to be avoided but very possible to be managed when the symptoms diagnosed.

There are four main perspectives of conflict management: a) Co-operative behavior: which clarified that; by cooperating the group gains the best performance. By this method can balance factors on all dimensions and lead to the best result (Kuhn & Poole, 2000); b) Contingency perspective: each mode of conflict management is appropriate under some circumstances (Rahim, 1986, 2002; Callanan & Benzing, 2006; Wall & Callister, 1995); c) Time perspective: a representative scholar of this view argues that this perspective provides answers to the short-term question, Choosing different way based on different questions can result in different levels of performance (Thomas, 1992); d) Conglomerated perspective: people will not adopt a single way to manage conflict, but combine various actions (Euwema et al., 2003).

Saeed et al (2014:216) identified conflict management as " the practice of identifying and handling conflict in a sensible, fair and efficient manner". Conflict management requires such skills as effective communication, problem solving and negotiating with a focus on interests. Pujiati& Sonhaji (2018: 3) mentioned that conflict management is "a series of actions and reactions between actors and outsiders in a conflict". Wobodo (2019: 984) stated that Conflict management has been acknowledged as "a veritable approach to

solving organizational problems be it intra-organizational or inter-organizational". Rahim (1983) identified that there are five conflict management styles: integrating, obliging, compromising, dominating and avoiding.

Conflict management styles

a) Integrating style is a high concern for self and others (Alzahrani, 2013). The managers or organizations that use this style deal with the conflict directly and find constructive and creative solutions to the conflicts by having more concern for themselves and those of the employees by focusing on their own needs as well as those of the employees (Longe, 2015). The parties sit down, put down ideas and find ways on how the ideas suit them best, fairly and equally (Francis, 2018). This style is most appropriate when: a conflict happened in a collaborative environment. there is a high level of trust when it is necessary to build long-term relationships and when a person doesn't want to have full responsibility. integrating may be inappropriate: When an issue is simple or requires an immediate solution or the parties do not have problem-solving skills (Rahim, 2002: 219). This style is always perceived as a win-win solution where each party gains satisfactory outcomes (Violetta, 2012).

b) The obliging style refers to a low concern with self and a high concern with others (Alzahrani, 2013). the individual seeks to minimize the differences and to focus his or her efforts on solving the problems by maximizing the common points to satisfy the other party (Gonçalves et al., 2016). People who oblige usually seek to be satisfied regardless of the sacrifice they make (Alzahrani, 2013; Francis, 2018). The main goal for those who favor obliging is to maintain cordial relationships with the conflicting parties. This style is also known as -the accommodating style (Francis, 2018). According to Saeed (2014), this style was found to be used more when people cannot agree but in the end, a decision has to be made in an organizational setting. This style is perceived as a lose-win solution and a good relationship between parties is created (Momanyi & Juma, 2016).

c) Dominating Style is a high concern for oneself, but a low concern for others (Alzahrani, 2013). Individuals who use dominating style usually seek to increase their interest and minimize the others' benefit by using power or forceful actions (Rahim, 2002). It is a style that involves one party winning and the other losing or is well known as a competition, each party trying to achieve what they want over the other party (Francis, 2018; Momanyi & juma, 2016). To use it successfully one must have sufficient power and authority to force one's resolution on the other person or group (Momanyi& Juma, 2016). It is used in case of the urgency of an issue to make decisions and the style involves fast and speedy making (Francis, 2018). it is not suitable when the problem is composite, or people have the same power, or when the issue is central to the individuals

involved in conflict situations (Alzahrani,2013). This style is also known as the win-lose situation or also known as the competing and forcing style (Longe, 2015).

d) The avoiding style is all about withdrawing from and leaving the conflict (Francis, 2018). Individuals who use this style have a low concern for themselves and others adopt an avoiding style (Rahim, 2002). Avoidance is being either uncooperative or unassertive. when using this conflict mode, a person knows there is a conflict but decides not to deal with it by ignoring, sidestepping, being non-committal, or withdrawing from the issue or interaction, the relationship with the other party is unimportant (Momanyi & Juma, 2016). This style is appropriate the issues are important to a party, when a person is in charge of making decisions, or when swift action is required to deal with a situation (Rahim,2002). When this style of conflict management is used, everyone loses (Rahim, 2002).

e) The compromising style is also known as a lose-lose situation (Francis, 2018). It may mean splitting the difference, exchanging concessions, or seeking a middle ground position (Mbithe, 2013). This style requires the parties to be partially assertive and cooperative leading to a temporary solution as compared to the integrating style which involves coming up with a permanent solution (Francis, 2018). This approach can be applied when the goals and the power of both sides are of equal importance (Victor, 2012) when the parties have equal demands and have reached a dead-end (Tetteh & Obuobisadarko, 2016). This style is not suitable to handle any multifaceted issues, and when an individual has more power or thinks he has the right point (Alzahrani, 2013). When this style is used, there is no distinct winner or loser, and the resolution reached is probably not ideal for either group (Momanyi &Juma, 2016).

Creative behavior of employees

In the current age of digitalization and globalization, having creativity and innovativeness as a critical attribute in employees is becoming a mainstream demand for service and hospitality organizations (Lu et al., 2020). Individual creativity helps organizations to be effective, the companies which can bring neither creativity nor innovation in their daily tasks found that their failure is because of their weakness in establishing an appropriate culture and climate that values new ideas (Moghimi & Subramaniam, 2013).

Creativity can be understood as being a multidimensional construct, involving cognitive variables, personality characteristics, family, educational aspects, and both social and cultural elements (Nakano & Wechsler, 2018). Organizations have to be creative to produce original ideas and they can only do that, by providing their employees an environment that acknowledges the need for continuous idea generation and permits employees to be creative (Walter, 2012; Van Knippenberg & Hirst, 2015).

Cekmecelioglu & Ozbag (2016: 17) mentioned that individual creativity refers to “the ability to suggest new ways to achieve goals or objectives; to search out new technologies, processes, techniques, and/or product ideas; to approach problems with an open mind, to be unafraid of taking risks, to develop adequate plans schedules for the implementation of new ideas”. George & Zhou (2001: 513) identified Creative behavior as “the production of novel and useful ideas by employees which can be the starting points of innovation.”

Many uncertainties may hinder creativity (Hon & Lui, 2016):

a) An individual’s inability to be creative at work (low creative efficacy): a person can develop new ideas and generate solutions for problems depending on his or her relevant competence and capability to be creative. individuals with low creative efficacy will generate less creativity than those with high creative efficacy.

b) An individual’s unwillingness/resistance to change: being creative at work is risky because it requires individuals to challenge existing rules or management practices. Given that creativity involves uncertainty, risk, and ambiguity, people are usually unclear whether and how their efforts.

c) A heavy workload/job stress: Individuals with high workloads and high pressure to meet deadlines may have no room to generate creative ideas because they may be busy dedicating their time and effort to accomplishing routine tasks and busywork.

Creative employees are more likely to discover customers’ hidden needs, develop a good rapport with customers, and solve their service problems creatively and effectively, ultimately creating a superior experience (Grewal & Levy et al., 2009). Creative ideas in the workplace range from employees’ simple suggestions related to their tasks (e.g., ways to save the department money or help develop a new filing system to increase efficiency) to innovative ideas for promoting the company’s products and services that require substantive organizational change (Lee & Kim, 2020).

Methodology

In order to investigate the impact of conflict management styles on enhancing the creative behavior of employees in airlines a mixed methodology was used. Mixed methodology analysis is characterized as research in which the investigator collects and analyses data, combines the results, and draws inferences using both qualitative and quantitative methods (Doyle et al., 2009).

In-depth interviews were conducted in this study to identify the conflict management styles that are often used in airlines and its relation to the creative behavior of employees in Egyptian airlines. The in-depth interviews were conducted to employees in Egyptian airlines from September 1, 2021 and finished in September 22, 2021. Interviews were

carried out to 6 employees in Egyptian airlines, In Greater Cairo and Menoufia governorate. The average time of the interview took from 30 to 60 minutes. The structure of interview was about 4 questions to investigate the conflict management styles and the creative behavior of employees in airlines.

questionnaires were used in this research to collect data about the conflict management styles, and explore its impact on enhancing the creative behavior of employees in Egyptian airlines. A scenario was presented to the respondents about conflict management styles and its impact on enhancing the creative behavior of employees in airlines, through the questionnaires. 60 questionnaires were distributed as a pre-test, for employees in airlines. There were no comments on the questionnaire wording or content. The Cronbach alpha reliability was computed and the tests indicated that the reliability coefficient for all the instruments were above 0.77. Thus, it can be stated that all variables employed in this study have sufficient reliability.

Accordingly, the final questionnaire was distributed. Data collection started on August 15, 2021 and finished in November 1, 2021. A total of 486 surveys were used for statistical analysis. The questionnaire was distributed to a random sample of employees in airlines in Egypt such as: Air Arabia; Aviation services; Egypt Air; Air Cairo; Nile air; Iraqi Airways; Jordan Airlines; Middle East Airlines and Jazeera Airways.

To accomplish the objectives of this study, an online questionnaire was designed on Microsoft Forms to investigate the conflict management styles and the creative behavior of employees in airlines. The questionnaire consists of three sections The first section included the demographic data to gather some descriptive information about the sample, it consists of seven items about the company's name, gender, age, qualification, job, years of experience, and income. The second has been used to measure the five independent dimensions of conflict management styles as following; integrating (7 items), obliging (6 items), dominating (6 items), avoiding (7 items) and compromising (5 items), based on Rahim organizational conflict inventory-II (ROCI-II) (Rahim, 1983; Alzahrani,2013), conflict management styles Quiz source (Adkins, 2006). The last section measures the creative (innovative) behavior of employees in airlines that consists of 8 constructs, which adapted from the study of George & Zhou (2001). A 5 point-Likert scale has been employed. The 5- point scale ranges from: "strongly disagree" to "strongly agree". (1) refers to strongly disagree, (2) disagree, (3) neutral, (4) agree and (5) strongly agree.

In this research Spearman's correlation coefficient was used; it is a statistical measure of the strength of a monotonic relationship between paired data (Bolboaca & Jäntschi, 2006). The research used both simple linear regression analysis to measure the impact of every style of conflict management styles on the creative behavior of employees in

airlines, and multiple linear regression analysis is used to measure the impact of the whole styles of conflict management on the creative behavior of employees in airlines.

The sample compromised of 84.6% male and (15.4%) female. the age group (25- less than 35 years) had the greatest number of respondents (58.6%), followed by the age group (less than 25 years) represented (19.8%). the majority of respondents have a bachelor's degree (82.7%).

respondents who are working as ticket reservation employees were about (24.7%), those are working as traffic officers were (21.6%). respondents who have 5 to less than 10 years job experience represented (45.7%), followed by who have less than 5 years job experience (29.6%). Whose income ranges from (5000- 7000 EGP) ranked first by (27.2%), while whose income ranges from (3000- 5000 EGP) ranked second by (26.5%).

Results

Descriptive analysis of the study variables

Integrating or cooperating management style

Table (1) clarifies the results of descriptive analysis for the level of integrating or cooperating management style. The results depicted that there is a high level of integrating or cooperating management style, as the average mean was 3.88 and standard deviation was 0.62.

Regarding the statement " I try to look at the conflict from the point of view of the two parties (employee-manager)", The mean value was 4.00 and the standard deviation was 0.70. This means that the respondents accepted the statement. Regarding the statement "When there is a conflict, I gather as much information as possible and keep the lines of communication open", The mean value was 3.97 and the standard deviation was 0.74. This means that the respondents accepted the statement. Concerning the statement " I try to investigate the problem with my co-workers to find a solution acceptable to all of us.", The mean value was 3.95 and the standard deviation was 0.78. This means that the respondents accepted the statement. About the statement " I try to combine my ideas with those of my co-workers to come to a common decision.", The mean value was 3.96 and the standard deviation was 0.73. This means that the respondents accepted the statement.

Regarding the statement " I try to work with my co-workers to find a solution to a problem and that solution satisfies our expectations.", The mean value was 3.85 and the standard deviation was 0.84. This means that the respondents accepted the statement.

Regarding the statement "I exchange accurate information with my co-workers to solve the problem together.", The mean value was 3.73 and the standard deviation was 0.96. This means that the respondents accepted the statement. Regarding the statement ". I try to make all of our concerns public so that the issues can be resolved in the best possible way.", The mean value was 3.69 and the standard deviation was 0.91. This means that the respondents accepted the statement.

Table (1) descriptive analysis of the integrating or cooperating management style

Items		1	2	3	4	5	Mean	SD
1. I try to look at the conflict from the point of view of the two parties (employee-manager).	Freq.	0	12	84	282	108	4.00	.70
	%	0	2.5	17.3	58	22.2		
2. When there is a conflict, I gather as much information as possible and keep the lines of communication open.	Freq.	6	9	78	294	99	3.97	.74
	%	1.2	1.9	16	60.5	20.4		
3. I try to investigate the problem with my co-workers to find a solution acceptable to all of us.	Freq.	8	13	75	288	102	3.95	.78
	%	1.6	2.7	15.4	59.3	21		
4. I try to combine my ideas with those of my co-workers to come to a common decision.	Freq.	6	6	87	291	96	3.96	.73
	%	1.2	1.2	17.9	59.9	19.8		
5. I try to work with my co-workers to find a solution to a problem and that solution satisfies our expectations.	Freq.	12	18	90	279	87	3.85	.84
	%	2.5	3.7	18.5	57.4	17.9		
6. I exchange accurate information with my co-workers to solve the problem together.	Freq.	21	21	120	231	93	3.73	.96
	%	4.3	4.3	24.7	47.5	19.2		
7. I try to make all of our concerns public so that the issues can be resolved in the best possible way.	Freq.	21	21	114	261	69	3.69	.91
	%	4.3	4.3	23.5	53.7	14.2		
Level of integrating or cooperating management style							3.88	.62

1= strongly disagree; 2= disagree; 3= neutral; 4= agree; 5= strongly agree

Obliging management style

Table (2) illustrates the results of descriptive analysis for the level of obliging management style. The results depicted that there is a high level of obliging management style, as the average mean was 3.58 and the standard deviation was 0.59.

Concerning the statement " I try to meet the needs of my co-workers.", The mean value was 3.73 and the standard deviation was 0.72. This means that the respondents accepted the statement. Regarding the statement " I understand the desires of my co-workers.", The mean value was 3.70 and the standard deviation was 0.73. This means that the respondents agreed with the statement. Regarding the statement " I allow concessions for the sake of my co-workers.", The mean value was 3.27 and the standard deviation was 0.96. This means that the respondent's level of acceptance is moderate.

Regarding the statement " I agree with the suggestions of my co-workers.", The mean value was 3.60 and the standard deviation was 0.66. This means that the respondents

accepted the statement. Regarding the statement “I try to meet the expectations of my co-workers.”, The mean value was 3.90 and the standard deviation was 0.67. This means that the respondents agreed with the statement. Regarding the statement “I may not get what I want, but the important thing is to achieve inner peace in the organization.”, The mean value was 3.58 and the standard deviation was 0.59. This means that the respondents accepted the statement.

Table (2) descriptive analysis of the obliging management style

Items		1	2	3	4	5	Mean	SD
1.I try to meet the needs of my co-workers.	Freq.	3	12	159	252	60	3.73	.72
	%	.6	2.5	32.7	51.9	12.3		
2.I understand the desires of my co-workers.	Freq.	3	12	171	240	60	3.70	.73
	%	.6	2.5	35.2	49.4	12.3		
3.I allow concessions for the sake of my co-workers.	Freq.	36	39	198	183	30	3.27	.96
	%	7.4	8	40.7	37.7	6.2		
4.I agree with the suggestions of my co-workers.	Freq.	3	3	216	228	36	3.60	.66
	%	.6	.6	44.4	47	7.4		
5.I try to meet the expectations of my co-workers.	Freq.	0	12	210	225	39	3.90	.67
	%	0	2.5	43.2	46.3	8		
6.I may not get what I want, but the important thing is to achieve inner peace in the organization.	Freq.	15	18	171	222	60	3.60	.86
	%	3.1	3.7	35.2	45.7	12.3		
Level of obliging management style							3.58	.59

Dominating management style

Table (3) highlights the results of descriptive analysis for the level of dominating management style. The results depicted that there is a moderate level of applying dominating management style, as the mean was 2.17 and the standard deviation was 0.55. Regarding the statement “I find conflicts challenging and exhilarating, I enjoy the battle of wits that follow these conflicts.”, The mean value was 2.49 and the standard deviation was 0.64. This means that the level of respondents’ acceptance is low. Regarding the statement “I use my authority to win a competitive position.”, The mean value was 2.37 and the standard deviation was 0.73. which means that level of respondents’ acceptance is low. Regarding the statement “I use my experience to make a decision in my favor.”,

The mean value was 2.26 and the standard deviation was 0.91. which means that level of respondents' acceptance is low.

Regarding the statement "I am usually firm in following up what concerns me in the problem.", The mean value was 2.08 and the standard deviation was .59 which means that level of respondents' acceptance is low. Regarding the statement "I defend my case and insist on the merits of my view.", The mean value was 1.93 and the standard deviation was 0.67. which means that level of respondents' acceptance is low. Regarding the statement "I know what to do and I'm usually right.", The mean value was 1.86 and the standard deviation was 0.81. which means that level of respondents' acceptance is low.

Table (3) descriptive analysis of the dominating management style

Items		1	2	3	4	5	Mean	SD
1. I find conflicts challenging and exhilarating, I enjoy the battle of wits that follow these conflicts.	Freq.	153	162	24	75	72	2.49	.64
	%	31.5	33.4	4.9	15.4	14.8		
2. I use my authority to win a competitive position.	Freq.	102	189	108	87	0	2.37	.73
	%	21	38.9	22.2	17.9	0		
3. I use my experience to make a decision in my favor.	Freq.	123	225	60	45	33	2.26	.91
	%	25.3	46.3	12.3	9.3	6.8		
4. I am usually firm in following up what concerns me in the problem.	Freq.	135	240	57	45	9	2.08	.59
	%	27.7	49.4	11.7	9.3	1.9		
5. I defend my case and insist on the merits of my view.	Freq.	150	255	51	27	3	1.93	.67
	%	30.9	52.5	10.5	5.6	.6		
6. I know what to do and I'm usually right.	Freq.	164	255	37	30	0	1.86	.81
	%	33.7	52.5	7.6	6.2	0		
Level of dominating management style							2.17	.55

Avoiding or withdrawing management style

Table (4) identifies the results of descriptive analysis for the level of avoiding or withdrawing management style. The results depicted that there is a low level of adopting avoiding or withdrawing management style, as the mean was 2.03 and the standard deviation was 0.63.

Regarding the statement "I try to avoid open discussion of my differences with my co-workers.", The mean value was 1.97 and the standard deviation was 0.83. which means that level of respondents' acceptance is low. Regarding the statement "I try to stay away from conflict with my co-workers.", The mean value was 1.90 and the standard deviation was 0.58. which means that level of respondents' acceptance is low. Regarding the statement "I avoid confrontation with my co-workers.", The mean value was 2.17 and the standard deviation was 0.79, which means that level of respondents' acceptance is low.

Regarding the statement “I try to keep disagreement with my co-workers to myself to avoid difficult feelings.”, The mean value was 2.12 and the standard deviation was 0.80. which means that level of respondents’ acceptance is low.

Regarding the statement “I try to avoid unpleasant exchanges with my co-workers.”, The mean value was 1.99 and the standard deviation was 0.70. Which means that the level of respondents’ acceptance is low. Regarding the statement “When I find myself in an argument with my co-workers, I usually say very little and try as soon as possible to leave.”, The mean value was 2.07 and the standard deviation was 0.76. Which means that the level of respondents’ acceptance is low. Regarding the statement “Conflict with others makes me feel uncomfortable and anxious.”, The mean value was 1.96 and the standard deviation was 0.95. Which means that the level of respondents’ acceptance is low

Table (4) descriptive analysis of the avoiding or withdrawing management style

Items		1	2	3	4	5	Mean	SD
1. I try to avoid open discussion of my differences with my co-workers.	Freq.	165	231	48	24	18	1.97	.83
	%	34	47.5	9.9	4.9	3.7		
2. I try to stay away from conflict with my co-workers.	Freq.	165	234	63	18	6	1.90	.58
	%	34	48.1	13	3.7	1.2		
3. I avoid confrontation with my co-workers.	Freq.	143	210	79	15	39	2.17	.79
	%	29.4	43.2	16.3	3.1	8		
4. I try to keep disagreement with my co-workers to myself to avoid difficult feelings.	Freq.	117	267	48	33	21	2.12	.80
	%	24.1	54.9	9.9	6.8	4.3		
5. I try to avoid unpleasant exchanges with my co-workers.	Freq.	144	264	39	18	21	1.99	.70
	%	29.6	54.4	8	3.7	4.3		
6. When I find myself in an argument with my co-workers, I usually say very little and try as soon as possible to leave.	Freq.	153	237	36	30	30	2.07	.76
	%	31.5	48.7	7.4	6.2	6.2		
7. Conflict with others makes me feel uncomfortable and anxious.	Freq.	165	234	51	12	24	1.96	.95
	%	34	48.1	10.5	2.5	4.9		
Level of avoiding or withdrawing management style							2.03	.63

Compromising management style

Table (5) highlights the results of descriptive analysis for the level of compromising management style. The results depicted that there is a high level of adopting compromising management style, as mean was 3.43 and standard deviation was 0.64.

Regarding the statement “Conflict with others makes me feel uncomfortable and anxious.”, The mean value was 3.41 and the standard deviation was 0.79 This means that

the respondents agreed with the statement. As regards, the statement “I use compromising style when resolving conflicts to move forward.”, The mean value was 3.34 and the standard deviation was .84 This means that the level of respondents’ acceptance to the statement is moderate. Regarding the statement “I usually suggest a compromise to break the deadlock”, The mean value was 3.48 and the standard deviation was 0.73 This means that the respondents accepted the statement. Concerning the statement “I negotiate with my co-workers so that we can reach a settlement.”, The mean value was 3.44 and the standard deviation was 0.80 This means that the respondents accepted the statement. Regarding the statement “I use give and take so; a compromise can be found.”, The mean value was 3.49 and the standard deviation was 0.75 This means that the respondents agreed with the statement.

Table (5) descriptive analysis of the compromising management style

Items		1	2	3	4	5	Mean	SD
1.I prefer Compromising style when resolving conflicts.	Freq.	12	18	251	166	39	3.41	.79
	%	2.5	3.7	51.6	34.2	8		
2.I use compromising style when resolving conflicts to move forward.	Freq.	15	30	258	141	42	3.34	.84
	%	3.1	6.2	53.1	29	8.6		
3.I usually suggest a compromise to break the deadlock.	Freq.	0	24	249	168	45	3.48	.73
	%	0	4.9	51.2	34.6	9.3		
4.I negotiate with my co-workers so that we can reach a settlement.	Freq.	8	25	243	165	45	3.44	.80
	%	1.6	5.1	50	34	9.3		
5.I use give and take so; a compromise can be found.	Freq.	3	18	255	159	51	3.49	.75
	%	.6	3.7	52.5	32.7	10.5		
Level of compromising management style							3.43	.64

The following table (6) summarizes the descriptive analysis of conflict management styles in airlines.

Table (6) summarize descriptive analysis for the conflict management styles in airlines. The results revealed that there is a high level of conflict management styles applied in airlines, as mean was 3.47 and standard deviation was 0.40. Integrating or cooperating management style came first as being the most widely used conflict management styles as mean was 3.88 and standard deviation was 0.62, followed by obliging management style as mean was 3.58 and standard deviation was .95, Then compromising management style came in the third place as mean was 3.43 and standard deviation was 0.64, and dominating management style came in the fourth place as mean was 2.17 and standard deviation was 0.55, and finally avoiding or withdrawing management style ranked the last as mean- was 2.03 and standard deviation was 0.63.

Table (6) the ranks of conflict management styles in airlines

Conflict Management Styles	Mean	SD	Rank
Integrating or cooperating management style	3.88	.62	1
Obliging management style	3.58	.59	2
Dominating management style	2.17	.55	4
Avoiding or withdrawing management style	2.03	.63	5
Compromising management style	3.43	.64	3
Conflict Management Styles in Airlines	3.47	.40	

Creative behavior of employees in airlines

Table (7) demonstrates the results of descriptive analysis for the level of creative (innovative) behavior of employees in airlines. The results depicted that there is a high level of creative (innovative) behavior of employees in airlines, as mean was 3.78 and standard deviation was 0.70.

Regarding the statement “I Suggest new ways to achieve the goals of my organization.”, The mean value was 3.86 and the standard deviation was 0.84 This means that the respondents accepted the statement. Regarding the statement “I Suggest new and practical ideas to improve performance.”, The mean value was 3.81 and the standard deviation was 0.84 This means that the respondents agreed with the statement. About the statement “I search for technology, new technologies and produce innovative ideas”, The mean value was 3.78 and the standard deviation was 0.83 This means that the respondents accepted the statement. Regarding the statement “I Suggest new ways to increase quality”, The mean value was 3.77 and the standard deviation was 0.79 This means that the respondents agreed with the statement. Regarding the statement “I make appropriate plans and schedules for the implementation of new ideas.”, The mean value was 3.65 and the standard deviation was 0.79 This means that the respondents accepted the statement.

Concerning the statement “I show creativity in my work when I have the opportunity.”, The mean value was 3.82 and the standard deviation was 0.76 This means that the respondents accepted the statement. Regarding the statement “I have new and creative ideas to solve problems.”, The mean value was 3.75 and the standard deviation was 0.77 This means that the respondents accepted the statement. Regarding the statement “I have new and creative ideas to solve problems.”, The mean value was 3.81 and the standard deviation was 0.79 This means that the respondents accepted the statement.

Table (7) descriptive analysis of the creative behavior of employees in airlines

Items		1	2	3	4	5	Mean	SD
1. I Suggest new ways to achieve the goals of my organization.	Freq.	3	15	150	198	120	3.86	.84
	%	.6	3.1	30.9	40.7	24.7		
2. I Suggest new and practical ideas to improve performance.	Freq.	3	15	162	195	111	3.81	.84
	%	.6	3.1	33.4	40.1	22.8		
3. I search for technology, new technologies and produce innovative ideas.	Freq.	6	9	171	198	102	3.78	.83
	%	1.2	1.9	35.2	40.7	21		
4. I Suggest new ways to increase quality.	Freq.	3	6	186	198	93	3.77	.79
	%	.6	1.2	38.3	40.7	19.2		
5. I make appropriate plans and schedules for the implementation of new ideas.	Freq.	6	6	213	186	75	3.65	.79
	%	1.2	1.2	43.9	38.3	15.4		
6. I show creativity in my work when I have the opportunity.	Freq.	3	3	168	216	96	3.82	.76
	%	.6	.6	34.6	44.4	19.8		
7. I have new and creative ideas to solve problems.	Freq.	3	6	186	207	84	3.75	.77
	%	.6	1.2	38.3	42.6	17.3		
8. I Suggest new ways to perform work tasks.	Freq.	3	6	171	207	99	3.81	.79
	%	.6	1.2	35.2	42.6	20.4		
Level of creative behavior of employees in airlines							3.78	.70

The correlation between conflict management styles and creative behavior

Table (8) indicates that the sig. value is less than .05 which mean there is a statistically significant correlation between integrating or cooperating management style and creative behavior. It also showed that the correlation between integrating or cooperating management style and creative behavior was positive, where correlation coefficient value was 0.711. As the integrating management style increase the creative behavior increases. The results in table (8) illustrated that the sig. value is less than .05 which mean there is a statistically significant correlation between obliging management style and creative behavior. It also showed that the correlation between obliging management style and creative behavior was positive, where correlation coefficient value was 0.755. As the obliging management style increases the creative behavior increases. The table revealed that the sig. value is less than .05 which mean there is a statistically significant correlation between dominating management style and creative behavior. It also showed that the correlation between dominating management style and creative behavior was negative, where correlation coefficient value was -0.632. As the dominating management style increases the creative behavior decreases.

The table clarified that the sig. value is less than 0.05 which mean there is a statistically significant correlation between avoiding or withdrawing management style and creative behavior. It also showed that the correlation between avoiding management style and creative behavior was negative, where correlation coefficient value was -.701. As the avoiding management style increases the creative behavior decreases. table (8) confirmed that the sig. value is less than .05 which mean there is a statistically significant correlation between compromising management style and creative behavior. It also showed that the correlation between compromising management style and creative behavior was positive, where correlation coefficient value was 0.719. As the compromising management style increases the creative behavior increase.

The results in table (8) highlights the sig. (*p*-value) is less than .05 which mean there is a statistically significant correlation between conflict management styles and creative behavior. It showed that the correlation between conflict management styles and creative behavior was positive, where correlation coefficient value was 0.647.

Table (8) The correlation between conflict management styles and creative behavior

Styles	Creative behavior	
	Correlation Coefficient	Sig. (2-tailed)
Integrating	.711**	.000
Obliging	.755**	.000
Dominating	-.632**	.000
Avoiding	-.701**	.000
Compromising	.719**	.000
Conflict management styles	.647**	.000

** Correlation is significant at the 0.01 level (2-tailed)

The effect of conflict management styles on creative behavior

Table (9) indicates the reliability of model used in testing the effect of each style of conflict management on the creative behavior of employees. This table depicted that there was significant and positive effect for integrating or cooperating management style on creative behavior. F value was 495.265 with sig. level 0.001. The table also depicted that there was significant and positive effect for obliging management style on the creative behavior. F value was 641.028 with sig. level 0.001. The table illustrated that there was significant and negative effect for dominating management style on the creative behavior. F value was 231.007 with sig. level 0.001. this table showed that there was

significant and negative effect for avoiding or withdrawing management style on the creative behavior. F value was 314.553 with sig. level 0.001. It depicted that there was a significant and positive effect for compromising management style on creative (innovative) behavior. F value was 516.571 with sig. level 0.001.

Table (9) The effect of conflict management styles on creative behavior

	Model	Coefficients (B)	t	Sig.	R Square	F	Sig.
The effect of Integrating or cooperating management style on creative behavior	(Constant)	.677	4.789	.000	.506	495.265	.000
	Integrating or cooperating management style	.801	22.255	.000			
The effect of Obliging management style on creative behavior	(Constant)	.562	4.364	.000	.570	641.028	.000
	Obliging management style	.898	25.319	.000			
The effect of Dominating management style on behavior	(Constant)	.953	10.234	.000	.418	231.007	.000
	Dominating management style	-.641	-18.412	.000			
The effect of Avoiding management style on creative behavior	(Constant)	1.152	10.234	.000	.489	314.553	.000
	Avoiding management style	-.821	-17.531	.000			
The effect of compromising management style on creative behavior	(Constant)	1.084	8.976	.000	.516	516.571	.000
	Compromising management style	.786	22.728	.000			
The effect of conflict management styles on creative behavior	(Constant)	1.218	7.234	.000	.449	151.234	.000
	conflict management styles	.214	3.587	.000			

Figure 1 demonstrates the reliability of model used in testing the effect of conflict management styles on the creative behavior of employees. There was significant and positive effect for conflict management styles on creative behavior. F value was 151.234 with sig. level 0.001.

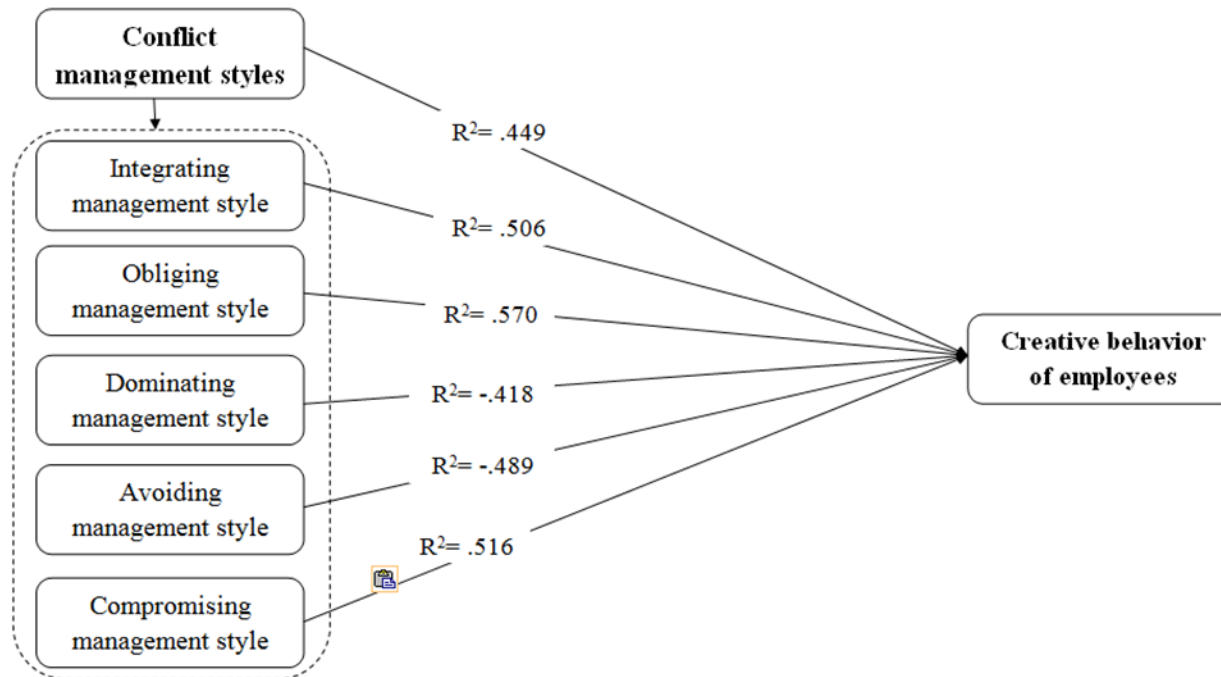


Figure (1) the effect of conflict management styles on the creative behavior

Conclusion and future research

The study explored the impact of conflict management styles on enhancing the creative behavior of employees in airlines. The findings of this investigation revealed that there is a high level of conflict management styles applied in airlines in Egypt. Integrating or cooperating management style came first as being the most widely used conflict management styles followed by obliging management style, then compromising management style came in the third place, while dominating management style came in the fourth place, and finally avoiding or withdrawing management style ranked the last . In addition, there is a high level of creative behavior of employees in airlines. Also, the results figure out a significant correlation between conflict management styles and the creative behavior of employees in airlines. Additionally, there were positive relationships between integrating, obliging and compromising conflict management styles and the creative behavior of employees in airlines. There were negative relationships between dominating and avoiding management styles and creative behavior of employees. There was a significant correlation between conflict management styles and the creative behavior of employees in airlines. There was a positive correlation between integrating or

cooperating conflict management style and the creative behavior of employees in airlines. Integrating comes first as a cooperating conflict management style, integrating style has a positive and significant influence on innovation performance. Integrating individuals may express freely their thoughts and ideas to create harmonious environment where knowledge and information are flowing. Innovation performance is thus likely to be promoted.

The study concluded that there was a positive correlation between obliging conflict management style and the creative behavior of employees in airlines. That's because this style is associated with accommodating behaviors which involves putting aside one's interests to please the rest. This style is unassertive and cooperative and normally used when one party is willing to give up for the other. In this case, managers try to meet the needs of all those involved in the conflict and this style is best suited for conflicts which have already existed and solve before (Francis, 2018). Meeting the needs of all those involved in the conflict definitely encourages the creative behavior of employees, they feeling that managers care about them and their conflicts. They can think positively and creatively while the solving a problem or introducing new ideas.

There was a negative relationship between dominating management style and the creative (innovative) behavior of employees in airlines. This result was consistent with the findings of Zhang et al (2015) who concluded that the reason for the negative relationship is due to that dominating individuals often refuse to take different points of views or information sources from others to bring forth new knowledge, which is harmful to innovation process. There was a negative correlation between avoiding conflict management style and the creative (innovative) behavior of employees in airlines, this in line with the findings of Chen et al. (2012) & Zhang et al. (2015).

There was a positive relation between compromising conflict management style and the creative (innovative) behavior of employees in airlines. The findings of this study was inconsistent with Zhang et al (2015) who revealed that there is a positive relation between compromising conflict management style and the creative (innovative) behavior of employees. According to Ndulue & Ekechukwu (2016), the style was seen as one of the preferred styles when it came to solving conflicts in the organization though partly effective since a temporal solution is sought. The concern for each other encourages employees to be creative and produce new ideas, creative problem-solving. That's why this style has positive impact on the creative behavior of employees in airlines.

The findings have important practical implications for conflict management training. An implication for practice is that cooperative conflict management styles, especially an integrating conflict management is desirable to ensure positive attitudinal outcomes for subordinates in the workplace. Managers should show more concern towards their

employees when dealing with conflicts in the workplace, and should focus on solving the problems in a win-win situation. Managers can use more than one style while managing conflicts, this would be more useful. A Starting point for dealing with conflict is to identify the type of the conflict itself, and then look into the appropriate management style. This research suggests that conflict management climate should be established in order to increase the creative behavior of employees after developing a favorable organizational environment in which conflict management is performed on a reasonable basis.

The current research provides basis for future investigation of the interrelationships between conflict management styles and creative behavior of employees in airlines. It provides guideline to the managers to manage conflicts in a manner that enhance creative work behavior. Future studies are also suggested to use the same conceptual model in other sectors and compare the results with the findings. The future research is encouraged to follow this line of enquiry to bring more insight into how organizations should enhance their performance with managing conflict properly. It is also suggested to investigate the relationship between conflict management styles and other dependent variables such as Quality of work or attitude throughout the mediating role of creativity.

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دور إدارة الصراع في تحسين السلوك الابتكاري للموظفين بشركات الطيران

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الملخص

من المستحيل تجنب الصراع ولكن من الممكن إدارته. لذلك يعد الصراع ظاهرة صحية ما إذا تمت إدارته بفاعلية. يهدف هذا البحث إلى استكشاف دور إدارة الصراع في تحسين السلوك الابتكاري للموظفين بشركات الطيران. فمن خلال استخدام استمارات الاستقصاء والمقابلات الشخصية تم جمع البيانات. وتطبيق وسيلة العينة العشوائية من الموظفين الذين يعملون بشركات الطيران المصرية. وبلغ عدد استمارات الاستقصاء الصالحة للتحليل الإحصائي عدد (٤٨٦) استمارة. تم استخدام الانحدار البسيط والمتعدد لاستكشاف دور إدارة الصراع في تحسين السلوك الابتكاري للموظفين. وأظهرت نتائج البحث أن ثلاث أنماط من أنماط إدارة الصراع وهم : (الاندماج- المجاملة- التسوية) لهم تأثير إيجابي على السلوك الابتكاري بينما نمطى (الهيمنة والتجنب) لهم تأثير سلبى . توصى هذه الدراسة بأن يولى مديري شركات الطيران المصرية اهتمام أكبر لأكثر الأنماط فعالية عند التعامل مع الصراع. يمكن لمديري شركات الطيران المصرية استخدام أنماط (الاندماج - المجاملة والتسوية) وتلعب هذه الأنماط دور هام في تحسين السلوك الابتكاري للموظفين.