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## The Relationship Between Conflict Management Styles and Organizational Commitment: A Case of Sana'a University

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### Abstract

This study aimed at examining the relationship between conflict management styles used by Sana'a university (forcing, cooperation, compromising, avoiding and accommodating) and organizational commitment at the three levels (individual, group and university). The study was conducted at Sana'a university on a random sample of employees (N=204) from different faculties, departments and centers. Questionnaires were designed for this objective to collect the data required; these data were used, through descriptive statistics and correlation analysis, to examine the relationship between conflict management styles and organizational commitment at the three levels, individual, group and university. The correlation analysis was used to examine the relationships between the five conflict management styles (forcing, cooperation, compromising, avoiding and accommodating) as independent variables and the dependent variable i.e., Organizational commitment (at the levels of individual, group and university). The findings showed that Sana'a university management uses the five styles of conflict management, which are in descending order, forcing, avoiding, cooperation, compromising and accommodating; the results indicated also that four of the five conflict management styles including cooperation, compromising, avoiding and accommodating were found to have positive relationship with organizational commitment at the levels of individual, group and university. This relationship is ranging from low positive, as it is in avoiding style, to positive high moderately correlation as in accommodating style. The researcher recommended, among others, that human resources departments should take responsibility to develop employees skills and knowledge on conflict management, as well as to increase their awareness on the conflict and its different styles, to improve the understanding of employees on the advantages and disadvantages, and strength and weakness of the five styles of conflict management and using the proper style depending on the situation; The use of forcing style should be reduced, instead cooperation style should be applied as it increases and enhances the organizational commitment at the levels of individual, group and university. Finally, This research contributes towards a contemporary issue of conflict management.

## 1. Introduction

Conflict is an inseparable part of people's life and cannot be avoided among human beings. Individuals, parties, organizations, groups and nations have their own objectives, so that they strive to achieve these objectives in a way or another [1]. Accordingly, when people interact with each other in order to achieve their planned goals, their relationships and desires may be affected and become inconsistent. This is because of conflict of interests, differences of traits, behaviors and trends, beliefs, values, and many other reasons. Conflict can be defined, also, as "a process of social interaction including a struggle over power, resources, desires, beliefs and other preferences ([2]; [3]).

There are different views on conflict; some people designate conflict as a negative matter which must be avoided at any cost, while others see it as a good opportunity for the growth of individuals and that should be exploited for their interests and then for the interest of the organization [4].

Conflict happens, among others, because of environmental changes, personal dislikes, value discrepancies, differences in basic values beliefs or knowledge, different role structures, a need for tension release, differences in goals, diverse economic interests, power or recognition, competition for position, different perceptions, heterogeneity of the workforce and loyalties of groups.

There are five basic types of conflicts including intergroup conflict, Intra-Organizational conflict, interpersonal conflict, intrapersonal conflict and intergroup conflict. It was asserted that conflicts in organizations can be functional or dysfunctional [5]. Organizations are supported by functional conflicts in achieving their goals while goals of organizations are prevented by dysfunctional conflicts to be achieved.

Conflicts have several effects which may be based on how they are resolved than on its emergence's reasons [6].

Strategies and styles used for managing conflict include forcing, cooperation, compromising, avoiding and accommodation. As conflict is unavoidable, it is essential for managers to identify the sources of conflict, to recognize its constructive and destructive potential, learn how to manage conflict and to apply conflict management styles in a proper way [7].

Governmental institutions suffer from conflicts that affect their performance and productivity, so that it is necessary to look for appropriate solutions and strategies to address and handle such conflicts; As a governmental institution, Sana'a University experienced a number of conflicts which must be managed properly [8].

An attitude indicating feelings of achievements is the organizational commitment [9]. It can be achieved by at least three related factors; when the employee accepts and strongly believes in the objectives and values of the organization, when he expresses his readiness to exert efforts on behalf of the organization and when he is willing to maintain and stay with the organization through thick and thin [10].

In this regard, human capital is considered to be the most

important resources which works as an important organization pillar [11]. Through commitment, employees can play a vital role in the organization; their performance is increased and their time is devoted for the sake of the organization. Therefore, it can become competitive organization and achieves its goals [12]. Organizational commitment is often described as the key factor in the relationship between employees and organizations [13].

In addition, it has been linked to the stability of workforce, decreased of turnover, good employee – managers relationship, low absenteeism, prosperity of the organization and increased organizational citizenship.

Moreover, job commitment may affect an employee's willingness to exert efforts and spend time for resolving conflicts.

Because of conflicts in any organization, cases of lack of commitment became rampant, as many employees have not the enthusiasm to come to work and organizational citizenship behavior declines in the work environment. In contrast, the result may be positive if conflict is managed well, as it creates innovative ideas for the growth of the organization [14]. So that, strategies used for managing conflict differ in the extent of employee commitment required.

This research focused on the conflict management styles used by the management of Sana'a university and their relationship with organizational commitment at the levels of individual, group and university.

Sana'a University is one of the most important governmental institutions in the country that renders its services for the public. If conflict in the organization is not managed well, it may affect employees and society at large. This study aim to identify the relationship between conflict management styles and organizational commitment in Sana'a University.

### *An Overview of Sana'a University*

In Yemen Arab Republic (North Yemen), which is known as Republic of Yemen after unification with south of Yemen in 1990, Sana'a university was established in 1970 as the primary and first university. In Sana'a, the capital of Yemen, it is located and it recently includes 17 faculties [15].

Sana'a University was first established having two faculties; Faculty of Education and Faculty of Sharia and the Law. The two faculties included several specialties of colleges of education, sciences and arts which then were developed to be three faculties in 1974. Sana'a University has witnessed tangible and continuous progress and development since it was established. Therefore, its specialties were expanded to include other faculties and educational centers.

17 faculties in 2000 are included in Sana'a University, in which ten of them were in Sana'a including all types of academic specialties, while the rest were spread around the country. Sana'a university, now, provides higher studies (Master degrees) for many specialties and programs. It has also many training and study centers. This study was

conducted on Sana'a university as it is considered the pioneer university in Yemen that provides high quality education and other services including various aspects of studies (economic, political, social, cultural ...etc), so that if conflict is not managed properly, it will affect its services and the quality of education that will be reflected on the generations and the society at large [15].

#### Significance of the Study

This research contributes towards a contemporary issue of conflict management. It will shed light on the factors related to conflict, styles for managing conflict and their relationship with organizational commitment at the levels of individual, group and university.

It has an importance where it is considered as significant diagnostic tool, as well as, it provides practical resolutions to our problem in different work aspects. The study is significant as it deals with one of the most important issues that affects public institutions and it addresses an issue that has an impact on performance of this governmental institution that renders its services to the public; examining conflict management styles and their relationship with organizational commitment will increase the efficiency and capacity of such institutions that benefit the citizen eventually.

Managers can get benefit from this research in realizing the styles and methods of conflicts management and the relationship between conflict management and organizational commitment; The study is important for the researchers and the society as it urges researchers to focus deeply on the styles used for managing conflict and how to address the work problems properly; it is important for the society also as the proper management for conflict will affect positively the organizational commitment and then lead to the development and progress of the society. It has particular importance as it sheds light on education sector which is the key element for the progress and growth of any society.

The research can be used by organizations, managers and researchers to realize causes of conflict, its types, styles and their relationship with organizational commitment, so that they become aware of such things and develop more techniques in managing conflict.

This study focused on five conflict management styles based on the intensity of conflicts and care for other people. These styles are avoiding, compromising, forcing, problem solving (cooperation) and accommodating.

This study can be distinguished from other studies as it is the first study at the national level – that studied the relationship between conflict management styles and organizational commitment at the three levels, individual, group and university; most of local studies focused on conflict management styles and job satisfaction; in addition, the sample of this study was the employees of Sana'a university from different categories, directors, sectional heads and administrative officers.

#### Conceptual Framework

The model of the research adopted in this study indicates the nature of relationship between conflict management

styles (Forcing, Cooperation, Compromising, Avoiding and Accommodating) and organizational commitment (At the levels of individual, group and university).

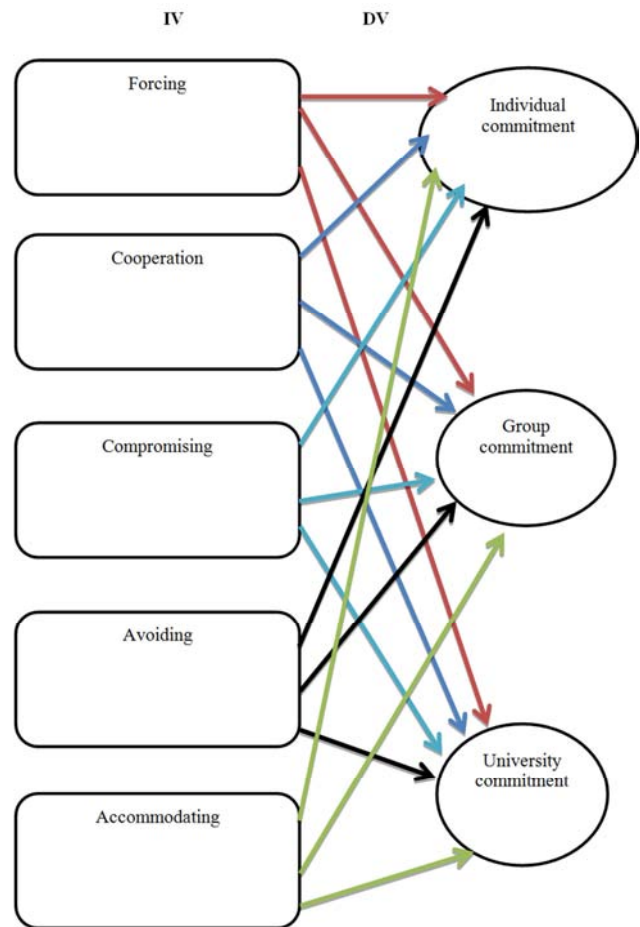


Figure 1. Conceptual Framework.

Based on the research model, the following hypotheses have been formulated as in table 1

Table 1. Research Hypotheses.

H1a	There is positive relationship between forcing style and organizational commitment at the individual level.
H1b	There is positive relationship between forcing style and organizational commitment at the group level.
H1c	There is positive relationship between forcing style and organizational commitment at the university level.
H2a	H2a: There is positive relationship between cooperation style and organizational commitment at the individual level.
H2b	There is positive relationship between cooperation style and organizational commitment at the group level.
H2c	There is positive relationship between cooperation style and organizational commitment at the university level.
H3a	There is positive relationship between compromising style and organizational commitment at the individual level.
H3b	There is positive relationship between compromising style and organizational commitment at the group level.
H3c	There is positive relationship between compromising style and organizational commitment at the university level.
H4a	There is positive relationship between avoiding style and organizational commitment at the individual level.
H4b	There is positive relationship between avoiding style and

H4c	organizational commitment at the group level. There is positive relationship between avoiding style and organizational commitment at the university level.
H5a	There is positive relationship between accommodating style and organizational commitment at the individual level.
H5b	There is positive relationship between accommodating style and organizational commitment at the group level.
H5c	There is positive relationship between accommodating style and organizational commitment at the group level.

## 2. Methodology

### 2.1. Research Design

The design of the study describes the way by which data are gathered, the instruments used and the method by which data are processed and analyzed.

The study aimed at examining the relationship between conflict management styles (independent variable) and organizational commitment at the levels of individual, group and organization (dependent variable), a case of Sana'a university.

Quantitative survey method was used as it is considered the numerical representation in order to examine that relationship; in addition, it is defined as a descriptive method about what "is" the case in the "real world" rather than what "ought" to be the case. In addition, it is used because it presents quantitative answer, numerical change, as well as, it is useful for dividing the community into groups and for testing the hypothesis [16]. The survey was conducted through a questionnaire which is considered the most desirable mechanism [17].

According to the justification mentioned above this method is deemed suitable for gathering information and appropriate for collecting data, meeting the research responses and analyzing the collected data from respondents. The aim of that is to examine the relationship between conflict management styles used by Sana'a university and organizational commitment. Information has been obtained through quantitative survey research.

The instrument used is a survey inspired from other surveys related to close topics on conflict management styles and organizational commitment including "Organizational conflict, psychological contract, commitment and organizational citizenship behavior: a case of Kyambogo university" by Ntege [18], "Conflict management styles and their impact on Organizational Development", Abu-Asaker [19], and "The effect of organizational culture and leadership style on organizational commitment within SMES in Suriname, with job satisfaction as a mediator" by Kranenburg [20].

Hypothesis testing was used also to examine the relationship between conflict management styles and organizational commitment at Sana'a university.

### 2.2. Components and Details of the Instrument

Questionnaires were designed for examining the relationship between conflict management styles (forcing,

cooperation, compromising, avoiding and accommodating) and organizational commitment at the levels of individual, group and university, at Sana'a university. The questionnaire was prepared in English language, but because it is difficult for some participants to answer the questions in English as mother language of Yemen is Arabic, and in order to avoid communication problems, the questionnaire was translated to Arabic by authorized translation office after reviewing all sections by the researcher.

The questionnaire consists of 2 parts. Part 1 consists of 7 questions meant to gather information on the respondents' profiles.

Part 2 (from 1 to 51) were designed in order to examine the relationship between conflict management styles used by Sana'a university and organizational commitment at the levels of individual, group and university.

Five – point Likert scale was used in designing questions; This scale is used because it will be easy to interpret the collected data because of the numbering assigned to each option, according to Simply Psychology. Also, as observations can range from "one" to "five" or "low" to "high"; in addition, it gives more scope than a simple Yes / No questions. It is used to measure attitudes of group or people. Moreover, this scale provides available options that are numbered from one to five; after collecting responses, it will be easy to be coded and total scores are easy to be calculated to arrive at an overall result.

### 2.3. Sampling Procedures

For achieving the objective of this research, one sampling procedure has been used in designing the survey, which was inspired from surveys related to the same topic that it is the relationship between conflict management styles and organizational commitment.

Questionnaires were distributed to Sana'a University's employees who expressed their interests to participate in this survey. The idea was to examine the relationship between conflict management styles and organizational commitment. The researcher asked the employees if they were interested to take part in this survey.

The data have been collected by the researcher and statistically analyzed using the Statistical Package for Social Sciences (SPSS) program V 21.0.

This procedure was deemed appropriate for this research as a survey needed to be drawn randomly in order to allow for generalization to the larger targeted population of employees within Sana'a university. The sampling frame has been obtained by the researcher from Sana'a University.

The participants from the university were selected randomly in order to respond to the questionnaires as there are different categories of participants in the university.

#### Research Population and the Sample

The research population was all the employees of Sana'a university in their various faculties with the exception of professors, assistant professors and non-Yemeni employees.

As the total number of Sana'a university employees is

3543 including professors, assistant professors and non-Yemeni employees [15], so that, after excluding the professors, assistant professors and non-Yemeni employees, the number will be around 2908 employees.

Accordingly, the sample was drawn from 2908; it consists of 290 employees (10%) from different categories were selected from the university faculties and educational centers [21].

The target population for this study includes various types of respondents, e.g. male, female employees, managers, sectional heads and administrative officers. The target population was selected based on availability to the researcher.

#### **2.4. Reliability and Validity of the Instrument**

The findings of the study must be valid and reliable in order to be used by other researchers. The validity and reliability of the questionnaire are an important measures as they help to improve the survey for participants to be clear and easy.

Validity means the degree to which the instrument used for the study can measure the constructs of the research; the consistency of the scale items of the study means the reliability, and when a measure gives the same outcomes.

The design of questionnaire should be in accordance with study's objectives in order for findings to be reliable, honest, clear and useful [22].

The questionnaire validity and reliability were achieved through:

#### **2.5. Panel Validation**

The researcher requested the expert survey panel to review and scrutinize the survey questions and provide a feedback for the research instrument.

Accordingly five experts in business administration have been asked to scrutinize the instrument to ascertain its validity for measuring the characteristics in question.

The panel were requested to give their opinion on the following areas in accordance with Church and Wacławski [22] research:

- a. If the questions are set in proper manner that achieve and reflect the objectives of the study.
- b. Whether the questions are direct, clear, easy and readable.
- c. Validate each question in the survey ensuring the questions would adequately measure the intended construct—consensus had to be reached before a question was used in the survey.
- d. Adding any new or necessary questions to be suggested by them.
- e. All possibilities are considered.
- f. The terms used are understandable by the target population.
- g. The questions asked relate to the daily practices or expertise of the potential participants.
- h. The questions are sufficient to resolve the problem in

the study.

- i. Any other remarks.

The researcher made the suggested amendments - by the panel- to the survey before conducting the pilot survey.

#### **2.6. Pilot Survey**

The pilot study is an important component in data collection process. According to Singleton & Straits [23] pilot test is a method that is used to help in ensuring the reliability of the instrument; while Zikmund et al. [24] suggests that pilot study is a small-scale research project in which data are collected from participants in a way similar to those respondents that will be used in the entire study. It is considered as a guide for larger study or to examine certain aspects of the study to check if the selected procedures will work as intended.

Pilot test aimed at refining the survey questions and reducing the risks and mistakes of the whole research; in other words, it is an important procedure to determine if the existing problems need to be addressed prior to conducting the full survey. For the sake of observing all stages of the survey process including the questionnaire's administration, pilot study is carried out. Accordingly, based on Ottawa [25] research pilot test was conducted to test the questionnaire and to examine if the respondents can answer the questions without misunderstanding or uncertainty; It was performed in this research to prove the reliability of the measures; it is carried out before distributing the survey to the larger sample of employees in Sana'a university. Pilot study is considered as a basis for improving questions and structure of the survey [25].

It is conducted within a small sample of 30 employees were selected randomly for the pilot test to recognize and exclude unclear questions or imply possible problems in the instrument; the respondents include different categories such as directors, sectional heads, administrative officers ...etc.; participants in the pilot study were provided with questionnaires together with a covering letter explaining the objective of the study and requesting them to comment if there are unclear /ambiguous or difficult questions in the survey.

This pilot was developed to show the reliability of the instrument; It was carried out and analyzed in the same manner of final survey (The manner itself described in the research design).

Based on feedback, the employees commented that the questions are clear, understandable and relevant to the purpose of the study; in the sense that the results of the pilot study confirmed that the questionnaire was ready to be distributed to the larger sample. After receiving the pilot study's responses, they were processed and evaluated indicating that there was no ambiguity in the questionnaire. Table 2 shows the result of pilot testing.

**Table 2.** Pilot Testing Reliability Result.

Construct	Cronbach's Alpha	N of Items
Forcing style	0.831	8
Cooperation	0.849	7
Compromising	0.784	6
Avoiding	0.801	6
Accommodating	0.860	6
The relationship between the used style and the commitment (individual)	0.705	6
The relationship between the used style and commitment (group level)	0.910	6
The relationship between the used style and commitment (university level).	0.912	6

Cronbach's Alpha Coefficient is used in this research to examine the reliability of the survey constructs on the relationship between conflict management styles and organizational commitment at the levels of individuals, group and university (Sana'a University); if the value of this coefficient is closer to 1.0 it is considered as desirable [26]. The alpha value for the styles used for managing conflict including forcing, cooperation, compromising, avoiding, accommodating, the relationship between the style used and commitment at individual, group and university levels were 0.831, 0.849, 0.784, 0.801, 0.860, 0.705, 0.910 and 0.912 respectively.

### 3. Reliability

Reliability is related to the consistency of the scale items of the research. In other words, it means the degree to which the items or variables are consistent in order to measure correctly what is required to be measured.

In this research Cronbach's alpha methodology was used in order to check if the results are reliable. Cronbach's alpha measures the average of measurable items as well as their

correlations. According to Hair et al. [27] the lower limit, which generally agreed upon, for Cronbach's alpha is 0.70. Internal reliability can be used for assessing the reliability (Cronbach alpha  $\geq$  0.70), and construct reliability (CR  $\geq$  0.70). Table 3 shows the values of Cronbach's Alpha for each construct.

**Table 3.** Testing results of Reliability.

Construct	Cronbach's Alpha	N of Items
Forcing style	0.804	8
Cooperation	0.848	7
Compromising	0.819	6
Avoiding	0.844	6
Accommodating	0.864	6
The relationship between the used styles and the individual commitment.	0.912	6
The relationship between the used styles and the group commitment.	0.927	6
The relationship between the used styles and the university commitment.	0.941	6

Cronbach's alpha coefficient is used in this research in order to measure the reliability of questionnaires items. The desirable value of this coefficient is when it is closer to 1.0. The alpha value for the styles used for managing conflict including forcing, cooperation, compromising, avoiding, accommodating, and relationship between the styles used and commitment (individual, group and university) were 0.804, 0.848, 0.819, 0.844, 0.864, 0.912, 0.927 and 0.941 respectively.

## 4. Results

### 4.1. Descriptive Analysis

Table 4. shows the descriptive statistics (means and standard deviations) of all variables.

**Table 4.** The Means and Std Deviations of Variables.

	N	Minimum	Maximum	Mean	Std. Deviation
Forcing	204	2	5	3.50	.691
cooperation	204	1	5	3.26	.826
compromising	204	1	5	3.17	.833
Avoiding	204	1	5	3.47	.826
Accommodating	204	1	5	3.08	.900
The relationship between the used styles and individual commitment	204	1	5	3.18	.968
The relationship between the used styles and group commitment	204	1	5	3.03	.985
The relationship between the used styles and the university commitment	204	1	5	3.14	1.099
Valid N (listwise)	204				

The correlation, which is a statistical test, was done between the dependent variables including organizational commitment at the levels of individual, group and university and the independent variable including the five conflict management styles which are forcing, cooperation, compromising, avoiding and accommodating.

According to Sekaran [17] if the correlation is closer to

1.0, the relationship is considered very significant positively and if it is closer to -1.0, the relationship is very significant negatively. More over the five point Likert scale was used in order to measure attitudes of group or people. Moreover, this scale provides available options that are numbered from one to five in order to reach overall results and conclusions [28]

## 4.2. Forcing Style

*Table 5. Means of Forcing Style.*

Q	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Ratio
Q1	4.7	24.5	9.8	43.6	14.7	3.34	66.8
Q2	2.5	13.2	17.2	51	16.2	3.66	73.2
Q3	4.4	14.2	28.4	32.4	20.6	3.51	70.2
Q4	3.4	11.8	23	48	13.7	3.57	71.4
Q5	3.4	11.8	22.1	49.5	11.8	3.53	70.6
Q6	3.4	14.7	30.4	38.7	12.7	3.43	68.6
Q7	5.4	14.7	19.1	33.3	27.5	3.63	72.6
Q8	5.4	13.2	40.2	25.5	15.7	3.33	66.6
Forcing style	4.47	14.76	23.77	40.25	16.61	3.5	70

Eight items were used for measuring forcing style construct using a five point Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree". The descriptive statistics (means and standard deviations) of the items measuring this construct are shown in tables 4 and 5.

Based on the results from tables 4 and 5, (56.86%) of the sample participants agreed that the management used the style of forcing in managing conflicts, (19.23%) of participants disagreed and (23.77%) are neutral. The mean of all components related to the construct is 3.50 over 3 (i.e. neutral point), in the sense that the average of forcing style is 70% which means that the respondents agree with the measured variables. Accordingly, this means that the respondents agreed that style of forcing is used by the management.

It is to be concluded that the management used the style of forcing in conflict management through imposing resolutions, neglecting other opinions, and does not encourage the exchange of ideas and views.

The management may use this style because of unstable administrative trends or administrative changes that lead to impose instruction through forcing style.

*Table 6. Percentages of Responses (Forcing Style).*

Response	Percentage
Strongly agree	16.61
Agree	40.25
Neutral	23.77
Disagree	14.76
Strongly disagree	4.47

## 5. Cooperation Style

*Table 7. Means of Cooperation Style.*

Q	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Ratio
Q1	2.9	23.5	24.5	36.8	12.3	3.33	66.6
Q2	3.9	23.5	24	37.3	11.3	3.29	65.8
Q3	10.8	17.2	25	36.8	10.3	3.20	64
Q4	11.3	13.7	24	34.8	16.2	3.32	66.4
Q5	8.3	17.2	27	34.3	13.2	3.27	65.4
Q6	8.3	22.1	30.4	29.4	9.8	3.10	62
Q7	6.9	24	23.1	26	20.1	3.29	65.8
Cooperation style	7.48	20.17	25.42	33.62	13.31	3.26	65.2

Based on the outcomes from table 7, we can conclude the following:

Seven items were used for measuring cooperation style using a five point Likert scale ranging from 1 "strongly disagree" to 5 "strongly agree", the results showed that 46.93% of the sample respondents agreed that the management uses the cooperation style, 27.65% disagreed that this style is used by the management and 25.42% refrained to response (neutral).

The mean score of all items of the cooperation style construct is 3.26, which means that (65.2%) of the respondents agreed that this style is used by the management.

This means that the management uses the "cooperation style" when managing conflicts; the management seeks to resolve conflicts through cooperation and exchange of views,

encourages the employees to understand the work problems properly before resolving them and engages others in resolving conflicts.

*Table 8. Percentages of Responses (Cooperation Style).*

Response	Percentage
Strongly disagree	7.48
Disagree	20.17
Neutral	25.42
Agree	33.62
Strongly agree	13.31

### 5.1. Compromising Style

*Table 9. Means of Compromising Style.*

Q	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Ratio
Q1	5.4	22.1	23.5	42.2	6.6	3.25	65
Q2	9.8	12.8	37.8	29.4	10.3	3.18	63.6
Q3	10.3	16.2	22.5	38.7	12.3	3.26	65.2
Q4	5.4	19.1	27	35.8	12.7	3.31	66.2
Q5	10.8	27.5	23	26	12.7	3.02	60.4
Q6	13.2	29.4	16.2	28.4	12.7	2.99	59.8
Compromising style	9.15	21.2	25	33.41	11.21	3.17	63.4

Based on results indicated in table 9 we can conclude the following:

Components for measuring the compromising style construct were six items; Five point Likert scale is used which is ranging from 1 "strongly disagree" to 5 "strongly agree".

The results shows that 44.63% of the sample respondents agreed that the management used the compromising style in managing conflicts, 30.17% of participants disagree that this style is used by the management and 25% refrained to response. The mean score of all construct items is 3.17, over 3 (neutral point) for compromising style, which means that the total average of this construct is 63.4%; In other words, this indicated the respondents agreement with the measured

variables.

The study can conclude that the management uses the compromising style when managing conflict as an procedure to seek compromising solutions for the problems, urges conflicting parties to provide concessions for ending conflict, and seeks to resolve conflicts through reconciliation between conflicting parties.

*Table 10. Percentages of Responses (Compromising Style).*

Response	Percentage
Strongly disagree	9.15
Disagree	21.2
Neutral	25
Agree	33.41
Strongly agree	11.21

### 5.2. Avoiding Style

*Table 11. Means of Avoiding Style.*

Q	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Ratio
Q1	4.9	16.2	21.6	42.7	14.7	3.49	69.8
Q2	5.9	10.3	23.5	48.5	11.8	3.50	70
Q3	7.4	11.3	28.9	39.2	13.2	3.40	68
Q4	4.9	13.7	32.4	35.3	13.7	3.40	68
Q5	3.9	15.7	23.5	31.4	25.5	3.59	71.8
Q6	9.3	13.2	20.6	25.8	21.1	3.46	69.2
Avoiding	6.05	13.4	25.08	38.15	16.67	3.47	69.4

The scale of Likert which consists of five points was adopted, while six components were used for measuring of avoiding style construct.

Table 11 results indicated that 54.82% of the sample responses see that the management uses avoiding style, 19.45% disagreed and 25.08 refrained to answer (neutral).

The mean score of all items was 3.47, which means that the mean of avoiding style construct is 69.4% > 50, so that there is agreement by the respondents with the measured variable and that the avoiding style is used by the management.

The management tries to avoid conflicts in some cases such as when the issue is trivial, sometimes, prefers to ignore conflicts and avoids conflicts that bring tensions.

*Table 12. Percentages of Responses (Avoiding Style).*

Response	Percentage
Strongly disagree	6.05
Disagree	13.4
Neutral	25.08
Agree	38.15
Strongly agree	16.67

### 5.3. Accommodating Style

*Table 13. Means of Accommodating Style.*

Q	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Ratio
Q1	17.6	23	24	21.6	13.7	2.91	58.2
Q2	6.4	28.4	21.6	34.8	8.8	3.11	62.2
Q3	8.3	29.9	27.5	26	8.3	2.96	59.2
Q4	6.9	27	20.6	34.3	11.3	3.17	63.4
Q5	12.3	17.2	27	34.8	8.8	3.11	62.2
Q6	7.4	24	22.1	34.8	11.8	3.20	64
Accommodating	9.82	24.92	23.8	31.05	10.45	3.08	61.6



In order to measure the accommodating style, six items were designed for this purpose using Five point scale of Likert which is ranking from 1 "strongly disagree" to 5 "strongly agree".

The results (refer to table 13) indicated that 41.5% agreed that the management uses the accommodating style in managing conflicts, 34.74% disagree that this style is used by the management and 23.8% did not respond (neutral).

The mean core of all items regarding the accommodating style was 3.08. That means the average of all responses is 61.6% which is > 50; The results indicated the respondents agreement with the measured variable but we can conclude that this ratio (3.08) is very close to neutral, in the sense that the management uses this style slightly.

The management makes necessary procedures in order to prevent tensions and conflicts, does not adopt controversial positions and sometimes, it cancels some decisions that have already taken for the sake of the conflict management.

The study concluded that the management uses the five management styles; forcing style is the first in order with a ratio of 70%, the second is avoiding (69.4%), the third style is cooperation (65.2%), the fourth is compromising (63.4%)

and the last style is accommodating with a ratio of 61.6% which is close to neutral point.

**Table 14.** Percentages of Responses (Accommodating Style).

Response	Percentage
Strongly disagree	9.82
Disagree	24.92
Neutral	23.8
Agree	31.05
Strongly agree	10.45

The mean score of all styles is 3.32 with a ratio of 65.92%, in the sense that the management uses the five styles; it tends to use forcing style highly; this may be because of increasing problems, the management is new so it tries to impose itself strongly and because of security problems faced by the country. The avoiding style is in the second rank (69.4%), which means that the management does not prefer to intervene in trivial issues and sometimes it sees that the problems will be solved by the conflicting problems without the intervention of the management.

It uses also cooperation style when needed and tends to use compromising and accommodating styles slowly.

**Table 15.** Means of the Five Conflict Management styles.

Q	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Ratio
Forcing style	4.47	14.76	23.77	40.25	16.61	3.5	70
Cooperation	7.48	20.17	25.42	33.62	13.31	3.26	65.2
Compromising	9.15	21.2	25	33.41	11.21	3.17	63.4
Avoiding	6.05	13.4	25.08	38.15	16.67	3.47	69.4
accommodating	10.53	20.6	21.93	38	9.97	3.18	61.6
Conflict management styles	7.54	18.03	24.24	36.69	13.55	3.32	65.92

## 6. Relationship between Conflict Management Styles and Organizational Commitment at the Individual Level

For examining the relationship between each of the conflict management styles and organizational commitment at the level of individual, correlation was done. Table 16 describes the correlations between dependent variables (individual commitment, group commitment and university commitment) and independent variables (forcing, cooperation, compromising, avoiding and accommodating).

**Table 16.** Bivariate Correlation Test for Dependent and Independent Variables.

		Individual commitment	Group commitment	University commitment
forcing	Pearson Correlation	.013	.114	-.026-
	Sig. (2-tailed)	.856	.106	.716
	N	204	204	204
Cooperation	Pearson Correlation	.590**	.542**	.550**
	Sig. (2-tailed)	.000	.000	.000
	N	204	204	204
Compromising	Pearson Correlation	.517**	.682**	.355**
	Sig. (2-tailed)	.000	.000	.000
	N	204	204	204
Avoiding	Pearson Correlation	.231**	.281**	.453**
	Sig. (2-tailed)	.001	.000	.000
	N	204	204	204
accommodating	Pearson Correlation	.650**	.693**	.534**
	Sig. (2-tailed)	.000	.000	.000
	N	204	204	204

The correlation, which is a statistical test, was done between dependent variable (organizational commitment at the level of individual) and the independent variables including forcing, cooperation, compromising, avoiding and accommodating.

According to Sekaran [17] if the correlation is closer to 1.0, the relationship is considered very significant positively and if it is closer to -1.0, the relationship is very significant negatively.

This study uses the scale that is shown in Table 17 to examine the relationship between dependent and independent variables through the values of Pearson's correlation coefficient ( $r$ ).

**Table 17.** *Pearson's Correlation Scale.*

Correlation Coefficient ( $r$ )	Value Indication
Between $\pm 0.8$ to $\pm 1.0$	High correlation
Between $\pm 0.6$ to $\pm 0.79$	Moderately high correlation
Between $\pm 0.4$ to $\pm 0.59$	Moderate correlation
Between $\pm 0.2$ to $\pm 0.39$	Low correlation
Between $\pm 0.1$ to $\pm 0.19$	Negligible correlation

H1a: There is positive relationship between forcing style and organizational commitment at the individual level.

Based on the results of table 16, the correlation results showed that there is no relationship between forcing style and individual commitment as ( $P = 0.856 > 0.05$ ). Accordingly H1a that "There is positive relationship between forcing style and organizational commitment at the individual level, is rejected.

H2a: There is positive relationship between cooperation style and organizational commitment at the individual level.

The relationship between cooperation style and individual commitment is considered positive as the correlation (see table 16) is ( $r = 0.590$ ,  $p = 0.000 < 0.05$ ), so that there is positive relationship between cooperation style and individual commitment, which means that using cooperation style increases the individual organizational commitment. Accordingly H2a that "there is positive relationship between cooperation style and organizational commitment at the individual level, is accepted.

H3a: There is positive relationship between compromising style and organizational commitment at the individual level.

The correlation between compromising style and individual organization commitment (see table 16) is ( $r = 0.517$ ,  $p = 0.000 < 0.05$ ), positive moderate correlation. In the sense that there is moderate positive relationship between compromising style and individual commitment; Accordingly H3a that "There is positive relationship between compromising style and organizational commitment at the individual level", is accepted.

H4a: There is positive relationship between avoiding style and organizational commitment at the individual level.

The results indicated that there is positive relationship between avoiding style and individual commitment, but it is low correlation as ( $r = 0.231$ ,  $p = 0.001 < 0.05$ ), (see table 16); Accordingly H4a that "There is positive relationship between avoiding style and organizational commitment at the

individual level", is accepted;

H5a: There is positive relationship between accommodating style and organizational commitment at the individual level.

With respect to the accommodating style, the results showed that there is high positive correlation between accommodating style and individual organization commitment as ( $r = 0.650$ ,  $p = 0.000 < 0.05$ ), (see table 16). In other words, there is high positive relationship between accommodating style and individual commitment; Accordingly H5a that "There is positive relationship between accommodating style and organizational commitment at the individual level", is accepted.

Relationship between Conflict Management Styles and Organizational Commitment at Group Level.

Results of correlations between the five conflict management styles as independent variables and organizational commitment at the group level as dependent variable are shown in Table 16.

H1b: There is positive relationship between forcing style and organizational commitment at the group level.

According to the findings of the correlations as stated in table 16, there is no relationship between forcing style and group commitment as ( $r = 0.114$ ,  $p = 0.106 > 0.05$ ). Accordingly H1b that "There is positive relationship between forcing style and organizational commitment at the group level", is rejected.

H2b: There is positive relationship between cooperation style and organizational commitment at the group level.

The results of table 16 indicated that there is positive relationship between cooperation style and group organizational commitment ( $r = 0.542$ ,  $p \text{ value} = 0.000 < 0.05$ ). Because the value of the Pearson correlation coefficient ( $r = 0.542$ ), the relationship is said to be a positive moderate correlation (see table 16). Accordingly H2b, that "There is positive relationship between cooperation style and organizational commitment at the group level", is accepted.

H3b: There is positive relationship between compromising style and organizational commitment at the group level.

The correlation between compromising style and group organizational commitment is ( $r = 0.682$ ,  $p = 0.000 < 0.05$ ), so that there is positive relationship between compromising style and group organizational commitment. This relationship is considered as positive moderately high relationship. (see table 16). Accordingly H3b that "There is positive relationship between compromising style and organizational commitment at the group level", is accepted.

H4b: There is positive relationship between avoiding style and organizational commitment at the group level.

The correlation between avoiding style and group organizational commitment is found positive but low correlation as ( $r = 0.281$ ,  $p = 0.000 < 0.05$ ). (see table 16). Accordingly H4b, that "There is positive relationship between avoiding style and organizational commitment at the group level", is accepted.

H5b: There is positive relationship between

accommodating style and organizational commitment at the group level.

According to results from table 16, there is relationship between accommodating style and group organizational commitment is considered moderately high positive relationship according to Pearson's Correlation Scale according as ( $r=.693$ ,  $p=.000 < 0.05$ ). (see table 16). Accordingly H5b, that "There is positive relationship between accommodating style and organizational commitment at the group level", is accepted.

Relationship between Conflict Management Styles and Organizational Commitment at University Level

H1C: There is positive relationship between forcing style and organizational commitment at the university level.

According to the correlation findings from table 16, there is no relationship between forcing style and university commitment as: ( $r = -.026$ ,  $p=.716 > .05$ ). Accordingly H1C, that "There is positive relationship between forcing style and organizational commitment at the university level", is rejected.

H2c: There is positive relationship between cooperation style and organizational commitment at the university level.

The results indicated, also, that there is positive correlation between cooperation style and university commitment as ( $r=.550$ ,  $p=.000 < 0.05$ ) (see table 16); so that there is positive relationship between cooperation style and university commitment; Accordingly H2c, that "There is positive relationship between cooperation style and organizational commitment at the university level", is accepted.

H3c: There is positive relationship between compromising style and organizational commitment at the university level.

Based on results of table 16, there is relationship between compromising style and university commitment as ( $r=.355$ ,  $p=.000 < 0.05$ ); this relationship is positive but low relationship. Accordingly H3c that "There is positive relationship between compromising style and organizational commitment at the university level" is accepted.

H4c: There is positive relationship between avoiding style and organizational commitment at the university level.

The correlation between avoiding style and university commitment is positive moderate as ( $r=.453$ ,  $p=.000 < 0.05$ ), based on the results of correlation stated in table 16; Accordingly H4c, that "There is positive relationship between avoiding style and organizational commitment at the university level" is accepted.

H5c: There is positive relationship between accommodating style and organizational commitment at the university level.

The correlation results from table 16 indicated that the correlation between accommodating style and university commitment is that ( $r=.534$ ,  $p=.000 < 0.05$ ), so that it is moderately high and positive relationship. Accordingly H5c, that "There is positive relationship between accommodating style and organizational commitment at the university level" is accepted.

## 7. Summary of the Findings

This study examined the relationship between conflict

management styles and organizational commitment at the levels of individual, group and university, a case of Sana'a university. The instrument of the research was a questionnaire which was distributed to 290 employees of Sana'a university as the targeted respondents.

The questionnaire was designed for the objective of gathering the required data and information including demographic variables (age, gender, experience...), items related to organizational commitment (at the levels of individual, group and university) as dependent variables and items related to conflict management styles (forcing, cooperation, compromising, avoiding and accommodating) as independent variables.

The collected data was analyzed using SPSS (21 V) in order to answer the question of the study, "Is there positive relationship between each style of the conflict management styles (forcing, cooperation, compromising, avoiding and accommodating) and organizational commitment (at the levels of individual, group and university)".

Hypothesis were composed to answer these questions. The hypothesis state that "There is positive relationship between the five conflict management styles and organizational commitment at the levels of individual, group and university."

The findings indicated that there is no relationship between forcing style and organizational commitment at the levels of individual, group and university while there is positive relationship between each of the other four styles (cooperation, compromising, avoiding and accommodating) and organizational commitment at the levels of individual, group and university. In summary, with the exception of forcing style, there is positive relationship between the conflict management styles (cooperation, compromising, avoiding and accommodating) and organizational commitment (individual, group and university).

The finding showed also that forcing style is used by Sana'a university more than the other four styles.

## 8. Discussion of the Results

### Forcing Style and Organizational Commitment

The results (see Table 5) show that forcing style is the most styles used by the management as 70% of respondents agreed that the management uses this style. The management of Sana'a university may use this style because of unstable administrative conditions or because of administrative and political changes that necessitate the management to use forcing style for taking swift decisions [8]. Taking swift decisions are not proper procedures as such decisions provoke the other party and make him react badly and commit violent actions. In such cases, using this style may result in positive outcomes on the commitment of individual depending on his satisfaction with financial rewards, status, and autonomy [29].

The findings of this study concluded that there is no relationship between forcing style and organizational commitment at the three levels, individual, group and university. The correlation between forcing style and

organizational commitment at individual level is  $r = .013$  ( $P = .856 > .05$ ) as referred to in table 16 which renders that there is no relationship between forcing style and organizational commitment at individual level (based on Pearson correlation). Accordingly, hypotheses H1a is rejected.

This finding is found to be contrary / or similar to some previous studies, such as London and Howat [30] who found that the use of forcing is associated with negative relationship with individual commitment; In addition, Forcing style is found to be negatively linked with individual commitment [31].

According to the outcomes of Thomas et al [32] there was negative relationship between conflict within the organization and individual commitment. Cheung & Chuah [33] see that the application of forcing style means imposing views of strong party at the expense of the other that resulted in a situation of winner and loser that leads eventually to negative relationship between this style and commitment at the three levels.

Such finding is expected to be rejected as forcing style includes high concern for self and low concern for the others involved in the conflicts. The respondents feel that using this style neglects their interests and needs and does not allow for exchanging of views, in addition, using such style does not allow for communication when managing conflict. Moreover, it focuses more on personal interests than common ones, so that it decreases commitment among individual.

The correlation between forcing style and commitment at group level is  $r = .114$  ( $p = .106 > .05$ ) as referred to in table 16 which renders that there is no relationship between forcing style and organizational commitment at group level; accordingly, H1b is rejected.

This hypotheses is rejected as respondents of Sana'a university feel that the management does not encourage exchanging of views and ideas among teams / groups when addressing problems. According to Ayoko [34] using such style have negative relationship with group commitment as it reduces mutual understanding and goodwill. They became distrustful.

The correlation between forcing style and organizational commitment at university level is  $r = -.026$  ( $p = .716 > .05$ ) as referred to in table 16 which renders that there is no relationship between forcing style and organizational commitment at university level; accordingly, H1c is rejected.

In forcing style, the response and commitment of employees depend on the normative acceptance of the position and prerogatives of the organization at large including its leadership. Rahim [35] and Gross & Guerrero [36] stated that forcing styles is a less effective means of employees' commitment towards the organization and its values and objectives. Forcing has negative relationship with concern for the other party which will usually not improve the relationship among employees and organization.

With regard to Sana'a university, these three hypotheses are rejected as the respondents feel that using this style neglects the interests and needs of others and does not allow for exchanging of views, in addition, using such style does

not allow for communication and mutual understanding between individual, teams and the supervisors. Moreover, it focuses more on personal interests than common ones, so that it decreases commitment among individual, group and university.

This finding is consistent with Gross and Guerrero [36] who found that participants see that using this style by others is inappropriate except when it is combined with cooperation style. In addition, forcing style can increase levels of conflict and stress for the party who use it.

Literature suggested also that forcing can be used when the situation is urgent, the problem is trivial and the employees have not an adequate experience to tackle the problems. Taking swift decisions are not proper behaviors as they may make the other party react badly to those decisions and take aggressive actions. In this case, it may have positive impact on the individual commitment depending on his satisfaction with financial rewards, status, and autonomy [29].

Moreover, it can be concluded that those who use forcing style for managing conflict and rely on commitment through compliance, are not interested in relationships but they are more interested in results that lead to conflicting strategies [37].

## 9. Cooperation Style and Organizational Commitment

Based on the findings of this study, (65.2%) of the respondents agreed that this style is used by the management (see table 7).

The value of Pearson correlation (refer to table 16), between cooperation style and organizational commitment at individual level is  $r = 0.590$  ( $p = 0.000 < 0.05$ ), which means that there is positive relationship between cooperation style and organizational commitment at the level of individual; accordingly, H2a is accepted.

This finding is consistent with Nizam, [38] who concluded that using cooperation style increases and enhances commitment among employees because it increases understanding between them.

Gross & Guerrero [36] found that cooperation style is characterized by the highest stage of moral development. It is considered as the most effective style as it is associated positively with perceptions of effectiveness, relational appropriateness, and situational appropriateness for both self and partner perceptions.

The value of Pearson correlation (refer to table 16) between cooperation style and organizational commitment at group level is  $r = 0.542$  ( $p = .000 < 0.05$ ), which means that there is positive relationship between cooperation style and organizational commitment at the level of group; accordingly, H2b is accepted.

This finding is supported by While Somech et al. [39] who explains that a cooperation among group makes them deal with problem in cooperative way, and such behavior leads to minimizing conflict and increases commitment.

The value of Pearson correlation, (refer to table 16) between cooperation style and organizational commitment at university level is  $r = 0.550$  ( $p = .000 < 0.05$ ), which means that there is positive relationship between cooperation style and organizational commitment at the level of university; accordingly, H2c is accepted.

The result is consistent with the past studies such as Ahmad & Marinah [40] in which they found that cooperation strengthens commitment at the institution.

In summary, this study supported that there is positive relationship between cooperation style and commitment (at the levels of individual group and university). The findings are in parallel with previous studies such as Havenga & Visagie [41] who state that managers who use this style try to confront the conflict and resolve problems directly in creative ways through satisfying and achieving their needs and the needs of others. In his conclusion, Brahnham et al [42] suggested that using cooperation style produces reasonable and wise decisions, fruitful results.

Based on the study findings, previous studies findings, and the respondents attitudes reflected in the questionnaires, this relationship between cooperation style and organizational commitment at the levels of individual, group and university is found to be positive as the respondents feel that this style allows for exchanging opinions openly, encourages for resolving problems in comprehensive, cooperative and satisfied method, and tends to satisfy the interests of all; accordingly using this style strengthens and increases commitment at the levels of individual, group and university. The respondents think that using this style will achieve their needs, aspiration and increases their commitment at the three levels.

#### Compromising Style and Organizational Commitment

The results show that 63.4% of respondents agreed that the management uses the compromising style in managing conflict.(see table 9)

According to the correlation analysis shown in table 16 there is a positive correlation between compromising style and organizational commitment at the level of individual as  $r = .517$  ( $p = .000 < 0.05$ ) which means that there is positive relationship between compromising style and organizational commitment at the level of individual; this relationship is moderate. Accordingly, H3a is accepted.

This finding is justified by the conclusions of scholars such as Dobkin and Pace [43] who urge that commitment can be enhanced among workers through compromising as it encourages them for collective working towards solving problems. Rahim et al. Gross and Guerrero [37] agreed and suggested that the compromising style fits somewhere near the midpoint of the appropriateness and effectiveness dimensions.

The value of correlation between compromising style and organizational commitment at the level of group is (refer to table 16)  $r = .682$  ( $p = .000 < 0.05$ ), which renders that there is positive relationship between compromising style and organizational commitment at the group level. Accordingly H3b is accepted.

This study is in consistent with past some studies such as Green and Marks [44] who state that compromising enhances the mutual understanding of the team members each other, and consequently it resulted in strengthening commitment among teams towards the organization.

Scholars such as, Dobkin & Pace [43] and Green & Marks [44] agree compromising style gives team members a better understanding of the others in the team and as a result. It enhances commitment among employees towards the organization, especially when goals of parties are mutually exclusive and parties are equally powerful, Consensus cannot be reached, cooperation or forcing style are not successful, then reaching compromise with other members in the organization can be a temporary solution

The value of correlation between compromising style and organizational commitment at the level of university is(refer to table 16)  $r = .355$  ( $p = .000 < 0.05$ ), which renders that there is positive relationship between compromising style and organizational commitment at the university level; This relationship is low; Accordingly, H3c is accepted.

The result is similar to past studies such as Rahim & Buntzman [45] who suggested that compromising and handling conflict is positively correlated with employees' commitment towards organization.

In summary, with regard to Sana'a university, the relationship between compromising style and organizational commitment - at the levels of individual, group and university- is found to be positive; it is useful to use compromising style in Sana'a university when there is a balance of power between the individuals or when limited resources have to be shared [46]. In the sense that this style requires achieving of balance between personal and common interests. All participants must change some attitudes through interventions, negotiations and voting" [47].

Based on the findings of this study and findings of literature, the relationship between compromising style and organizational commitment at the levels of individual, group and university is found to be positive (ranging from low to moderately high positive relationship) as this style depends on negotiation based on mutual understanding and reconciliation that eventually enhance the organizational commitment at the three levels (individual, group and university).

#### Avoiding Style and Organizational Commitment

The findings indicated that there is an agreement by 69.4% of the respondents that the avoiding style is used by the management (see table 11).

Based on the results of table 16 the correlation between avoiding style and organizational commitment at the level of individual is low positive correlation as  $r = .231$  ( $p = .001 < 0.05$ ), such correlation means that there is low positive relationship between avoiding style and organizational commitment at the individual level; Accordingly, H4a is accepted.

This finding is justified by past studies such as Song et al. [48]. who have concluded that the link between commitment and avoiding forms of conflict management is low. However,

this study is different from Wanyonyi' [49] study who concluded that there is negative relationship between avoiding style and organizational commitment, as well as, it is different from Rahim [50] who concluded that avoiding style is less effective means of employees' commitment.

This low relationship between avoiding and individual commitment is justified by many researchers who stressed, that such style neglects the issues of others and has no attitude towards the problems of parties involved in conflict. Such a person may refuse to acknowledge in public that there is a conflict to be dealt with, while Gross and Guerrero's [36] findings agreed that the avoiding style is perceived generally as ineffective and inappropriate.

The correlation between avoiding style and organizational commitment at the level of group is low positive correlation (refer to table 16) as  $r = .281$  ( $p = .001 < 0.05$ ), such correlation means that there is low positive relationship between avoiding style and organizational commitment at the group level; Accordingly, H4b is accepted.

This finding is different from Montoya et al. [51] who concluded that the use of this style will hurt relationship in a team. People usually let the conflict be lessened while time goes on. In fact, sometimes, avoiding the conflict is not appropriate method for solving the problem and does not mean that the problem is resolved or it goes away, rather it makes it worse.

The value of correlation between avoiding style and organizational commitment at the level of university is (refer to table 16)  $r = .453$  ( $p = .000 < 0.05$ ), which renders that there is moderate positive relationship between avoiding style and organizational commitment at the university level; Accordingly, H4c is accepted.

Lussier [52] states that avoidance is being neither assertive nor cooperative and is commonly used by people who are emotionally upset by the tensions and frustrations of conflict. Avoiding style may be proper when confronting the other party outweighs benefits of resolution.

Based on these findings, the management avoids conflicts that bring tension or have incompatible views to its resolutions as well as when the problems are trivial, so that Sana'a university in Yemen is not a way of such matter where avoidance style becomes necessary procedure to overcome some issues and obstacles that the university faces from time to time.

#### Accommodating Style and Organizational Commitment

The results (Table 13) indicated that 61.6% of participants agreed that this style is used by the management but this ratio is very close to neutral point in the sense that the management uses this style slightly.

The study findings (Refer to table 16) indicated that there is high positive correlation between accommodating style and organizational commitment at the level of individual as the value of correlation is  $r = .650$ ,  $p = .000 < 0.05$  which means that there is positive moderately high relationship between accommodating style and organizational commitment at the individual level; Accordingly, H5a is accepted.

This result is consistent with past studies such as Meyer & Herscovitch [29] who urged that it is important to preserve relationship in order to maintain an acceptable level of employees' commitment, which may be viewed as a result of an individual evaluation of the benefits and costs associated with organizational membership.

The correlation value between accommodating style and organizational commitment at the level of group is (Refer to table 16)  $r = .693$  ( $p = .000 < 0.05$ ) which means that there is moderately high positive relationship between accommodating style and organizational commitment at the group level; Accordingly, H5b is accepted.

This result is consistent with past studies which stated that accommodating style minimizes the differences between the parties while emphasizing their commonalities. In addition, the accommodating style tends to maintain relationship among individual, team and organization.

The correlation value between accommodating style and organizational commitment at the level of university is (Refer to table 16)  $r = .534$  ( $p = .000 < 0.05$ ) which means that there is moderate high positive relationship between accommodating style and organizational commitment at the university level; Accordingly, H5c is accepted.

This finding is consistent with Friedman et al. [53] who explained that accommodating is a positive style for conflict management; the stronger a person's tendency to resolve conflicts through accommodating, the lower the opportunity to experience relationship conflict and extensive stress.

In addition, Rahim's [54] conclusion that the accommodating style is another way that leaders manage conflict was validated.

In summary, many studies confirmed that there is positive relationship between accommodating style and organizational commitment at the three levels, individual, group and organization; According to Yuan [55] accommodating style is linked with low concern for self and high concern for others and associates while attempting to play down the differences and focusing on relationships, cooperation and harmony. Therefore it requires an individual to put aside his/her needs to please the other party in a conflict situation. Consequently, such style increases commitment.

It is noticed that employees encourage using this style in which the management tends to keep the interests of employees rather than its personal one, takes necessary procedure to prevent tensions and to preserve relationship with its employees; using such style will increase commitment among the individuals, group and university [29].

## 10. Recommendations

Based on the study findings, to maintain and ensure the quality of organizational commitment of employees, it is recommended that human resources departments should take responsibility to develop employees' skills and knowledge on conflict management, as well as to increase their awareness on the conflict and its different styles. It can be achieved through the improvement of the employees understanding on

the advantages and disadvantages & strength and weakness of the five styles of conflict management and that the use of the proper style depends on the situation.

The use of forcing style should be reduced, rather, cooperation style should be applied as it increases and enhances the organizational commitment at the levels of individual, group and university; conflicting parties should understand and respect the opinions and views of each other; language of dialogue based on cooperation and mutual understanding should be present in conflict management.

The management should understand the needs of its employees and seeks to achieve them. In addition it should encourage mutual understanding among employees on how to resolve problems themselves.

It is advised that superiors and subordinates learn to resolve conflict that occurs instead of just avoiding that conflict.

The management should set regulations and clarify the policies and objectives of its departments and then clarifies descriptions of employees' duties and responsibilities.

Management should provide employees with a definite sense of direction and objectives to have more committed employees. Such leaders draw a clear perspective between the overall picture and the details of day-to-day activities; Employees need to see how their hard work makes a difference, and how it helps the university to achieve progress and success [56].

Management should inspire and motivate employees; leaders, who have the skills of how to inspire and motivate others, have a high level of enthusiasm and energy. In the sense that they are able to energize their team to achieve difficult goals and strengthen their commitment.

Leaders need to create ways to inspire their employees to higher commitment and performance.

Lack of cooperation is considered one of the most common challenges in today's institutions between groups within organizations that leads to one team is competing for the resources against the other, so that, this conflict discourages employees and makes them frustrated; Accordingly, managers should promote a high level of cooperation among groups in order for creating a positive and productive environment in the institution. Moreover, when managers clarify that they can achieve objectives that need a high level of cooperation between groups, synergy is created and every employee enjoys the work experience [56].

Management needs to be honest and works with integrity in order to create committed employees, in other words, it should be a role model and reflects a good example for its employees; Moreover, building trust is required; Leaders can build trust by becoming aware of the concerns, aspirations, and needs of others.

Management should push employees to develop their skills and abilities, therefore, it can build higher levels of committed employees.

## 11. Implications of the Study

The findings of this study are related to public

administration, leadership and management. When understanding the relationship between conflict management styles and organizational commitment at the three levels, it can help institutions and organizations in using the proper conflict management style when needed and depending on the situation, as well as it will help organizations in taking the appropriate decisions when dealing with conflict.

Several results in this research have implications for managements, leaders, organizations and researchers.

For management, this study implied that management should understand the advantages, disadvantages & strength and weakness of the five styles for managing conflict and working towards the appropriate use depending on the situation; using the proper style for managing conflict will enhance the commitment of individual, group and organization, thus it will enhance the organization performance and productivity.

In addition, employees' perception on conflict should also be improved. Managers should be aware of employees' needs and aspirations and seek to achieve them.

For researchers, this study provides empirical evidence examining the relationship between conflict management styles and organizational commitment at the levels of individual, group and university. Researchers can build on the inquiries made within this study to further examine issues that concern conflict management styles in organizations and government institutions.

The researcher has made useful recommendations to the university and to its employees on how to manage conflict, enhance employees' commitment and how to overcome the gaps in the university management approach towards the conflict management.

The researcher hopes that the study will be useful for Sana'a university as it helps the management to identify the weaknesses in their approach of conflict management and provides recommendations for improvement.

## 12. Limitations of the Study

The research was conducted in one government institution (University of Sana'a) and thus the findings of the study cannot be generalized for universities. The population was small and limited including employees of Sana'a university.

It is expected that the expansion of the population may lead to more different outcomes and gives more accurate and reliable findings.

Lastly, this study only focused on examining the relationship between conflict management styles (including forcing, cooperation, compromising, avoiding and accommodating) and organizational commitment (at the levels of individual, group and university). Thus, the findings might be limited in its potential when generalizing the results toward other variables.

## 13. Directions for Further Research

The following recommendations are made for further

research following the findings of this Study:

A study needs to be conducted on the effects of various conflict management styles applied by various government institutions on employee organizational commitment.

Another suggestion for future research is related to the population of the study. The same study ought to be carried out on a large scale using more than one government institution and a larger sample. This might improve the significance of the results and can give broader conclusions inspired from the responses of diverse respondents in different entities.

A third suggestion is that a study should be conducted on the impact of organizational conflict management on employee's citizenship at government institution.

Finally, as this study is carried out at government institution, it is suggested that similar research should be conducted at private organizations.

## 14. Conclusion

The objective of this research is to examine the relationship between conflict management styles (forcing, cooperation, compromising, avoiding and accommodating) used by Sana'a university and their relationship with organizational commitment (at the levels of individual, group and university).

The collection of data was made using questionnaires which were distributed to 290 employees of Sana'a university and analyzed by SPSS (V21) program in order to prove the hypothesis and questions of the research.

The main findings of the study are:

The study concluded that with the exception of forcing style, there is positive relationship between the conflict management styles (Cooperation, compromising, avoiding and accommodating) and organizational commitment at the levels of individual, group and university. This positive relationship is ranging from low as in avoiding style and high as in accommodating style.

Sana's university uses the five conflict management styles including forcing, avoiding, cooperation, compromising and accommodating with different rates.

The use of five conflict management styles by the administration can be arranged in descending order as: forcing, avoiding, cooperation, compromising and accommodating.

The university uses forcing style with a ratio of 70% which is considered the most and first style in use; The management tends to use this style considering it as the proper procedure for implementing its decisions particularly when the situation is urgent, or in an emergency cases; in addition, it is used when the situation is trivial and subordinates lack adequate experience to make technical decisions, then speedy and swift decision is needed to overcome the high cost of the unfavorable decision by the other party. The study found that there is no relationship between forcing style and organizational commitment including at the levels of individual, group and university.

The second style used by the management is avoiding style (69.4%); the management considers avoidance style as necessary measure to overcome some obstacles that the university faces from time to time, particularly, when confronting the other party outweighs benefits of resolution; the study concluded that there is low positive relationship between this style and organizational commitment at the three levels(individual, group and university).

Cooperation style is the third in application with a ratio of 65.2%; the results concluded that there is positive relationship between cooperation style and organizational commitment in its three levels, individual, group and university.

The management uses compromising style with a ratio of 63.4% which is considered the fourth style in application by the management. It is concluded that there is positive relationship between this style and organizational commitment at the three levels, individual, group and university.

The management uses accommodating style slightly, with a ratio of (61.6%). The relationship between accommodating style and organizational commitment is high positive relationship.

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