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Assessing the Impact of Organizational Conflict Management Styles on Decision-Making in EGYPTAIR Airlines

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Abstract

Organizations are social systems that grow and expand, and their structure becomes more complicated due to the more unstable conditions, and making decisions becomes more challenging and difficult which could easily overpower any individual's ability. It may necessitate the most difficult exercise of judgment, rationality, and creativity, and involve a large number of stakeholders, competing goals, complex alternatives, significant uncertainty, and serious consequences which may lead us to an interpersonal conflict in workplace. This research attempts to examine the effect of organizational conflict management styles on decision making in EGYPTAIR Airlines. This research pertains to the descriptive methodology with five-point Likert scale questionnaire and the agreement level ranges from strongly agree to strongly disagree. The researcher used frequencies, percent, means, standard deviation, rank, attitude, and correlation analyses. It was implemented to gather the primary data from the sample of the research from 30th March till 20th June 2022. The sample of the research consisted of 447 employees and managers in EGYPTAIR Airlines. Results illustrated that there are no significant correlations between the styles for managing organizational conflict and the decision-making process.

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1. Introduction

Conflict is a natural phenomenon. Man lives every day from birth to death in a constant struggle between good and evil, between his aspirations and the values of society and the interests of others who live with him. Thus, the human conflict continues in multiple stages and in different images depending on the determinants of personality and the various environmental factors surrounding it. Every day, human civilization grows, and development extends to all economic, social, cultural, and technological fields. Human needs become more complex, and interests increase day by day to create conflict (El-Sayed, 2008).

Due to the complexity and interconnection of organizational life, conflict is unavoidable in groups and organizations. Scholars disagree on whether conflict is harmful or beneficial for both individuals and organizations (Jehn, 1995). Considering this, it is imperative for managers to be able to recognize various conflict kinds and handle it in a way that both promotes good organizational effects and mitigates those that are unfavorable (Cogburn et al., 2017).

As conflict is seen as one of the competitiveness measurements by all organizations and institutions operating in that challenging environment, they are looking for measurements to help them improve their performance and competitiveness (Kazimoto, 2013). The processes for recognizing ineffective results and seeking to fix them must be a part of managing organizational conflict and change in order to improve organizational conflict management (Price, 2018).

Due to the more unstable conditions, the organizations as social systems that grow and expand and their structure become more complicated; making decisions becomes more challenging and difficult, which could easily overpower any individual's ability (Dimara et al., 2020; Bayo & Akintokunbo, 2022).

Making decisions sometimes calls for the most difficult use of discretion, reason, and creativity (Stiess, 2005), and involve a large number of stakeholders, competing goals, complex alternatives, significant uncertainty, and serious consequences (Parnell & Bresnick, 2013).

We often need to process and evaluate data that comes from several sources, and our perceptions determine which information is relevant to the decision and which is not. Additionally, we must create options and assess their advantages and disadvantages (Robbins & Judge, 2015).

There are variety of factors could influence the decision-making processes and outcomes, data quality is one of them (Alshikhi & Abdullah, 2018). In addition there are numerous factors affecting the decision making process, including those pertaining to the firm (size, resources, organizational expertise, etc.), the external context (market type, level of competition, environment of both domestic and foreign markets, etc.), and the decision-maker (Francioni, et al., 2015).

• **Research Problem**

Conflict cannot be avoided in any organization. And the lack of organizational conflict leads to inactivity in the Organization, and the excess of the required amount harms the organization, and is also inevitable, and the best way to deal with conflicts is to resolve them to satisfy the affected parties. However, this is easier said than done in this competitive world where nobody is willing to lose out on lucrative resources and forego their chances. Hence the problem of this research is to know how the

administration deals with the organizational conflict and how far the organizational conflict affects the decision making in EGYPTAIR Airlines.

- **Research Problem**

The problem of the research revolves around the following reasons:

- To what extent do managers use conflict management styles in Egypt Air Airlines?
- How effective are the conflict management styles used in conflict management in Egypt Air Airlines?

- **Research Aim**

The research's aim is to investigate the management organizational conflict styles in Egypt Air Airlines, analyzing the impact of organizational conflict on decision-making in Egypt Air Airlines and identifying the factors that affect the decision-making process within Egypt Air Airlines.

- **Research Hypotheses**

There are statistically significant correlations between the styles for managing organizational conflict and the decision-making process in EGYPTAIR Airlines.

- **Research Significance**

The significance of this research about:

- Trying to benefit from the positive effects of organizational conflict and trying to employ them in the decision-making process in Egypt Air Airlines.
- The need to pay attention to the management of the organizational conflict through the involvement of workers in the decision-making process and thus achieve the objectives of Egypt Air Airlines.
- Searching for results that can be relied upon and applied in the field of transportation sector in general and the airlines in particular applying on Egypt Air Airlines.

2. Literature Review

2.1. Organizational Conflict

Conflict does not have a single, definite definition. There are many definitions for conflict in the literature across various fields and within the field of organizational behavior. This includes the idea that organizational conflict is a social phenomenon due in part to the perception of individuals that one party is being opposed or negatively impacted by another party (Mitchell, 2018). The majority of historical conflict literature has focused on managing, preventing, and ending social conflict. Classical philosophers classified it as abnormal and identified it as the catalyst for social change in the nineteenth century, in modern works about organizational conflict; conflict was largely regarded as a dysfunctional phenomenon, “altogether bad” and considered as a breakdown in the standard mechanisms of decision making (Rahim, 2015; Mikkelsen & Clegg, 2018).

Defining conflict as “incompatible actions independently of opposing goals can help people exercise their choice, and responsibility, to manage conflict” (Tjosvold, 2006, p. 87). Robbins and Judge (2015, p. 433) defined conflict as “a process that

begins when one party perceives that another party has negatively affect, something that the first party cares about”.

Rahim (2015) categorized organizational conflict as: intraorganizational “conflict within an organization” or interorganizational “conflict between two or more organizations”. Intraorganizational conflict may also be classified according to the level at which it occurs (individual, group, etc.). According to Tenthani (2001) and Chaudhry and Asif (2015) intraorganizational conflict can be classified as intrapersonal, interpersonal, intragroup, and intergroup.

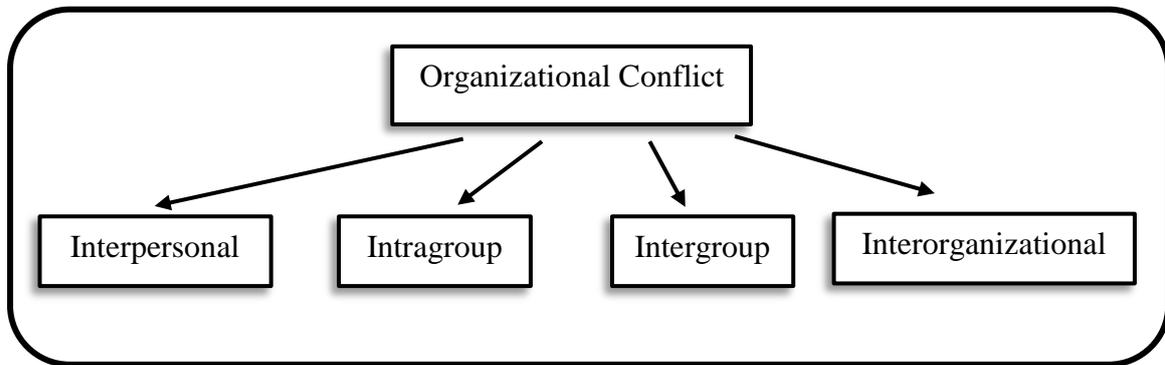


Figure 1- Organizational Conflict Types

Source: Sam Blank (2020), *Managing Organizational Conflict*, McFarland & Company, North Carolina, p.28

Organizational conflict happened as a result of one or more of the following: low wages, unfavorable working conditions, labor mismanagement, irrelevance of workers' rights and duties, nonrhythmicity of labor, inconvenient working schedule and lack of discipline (Kharadze & Gulua, 2018), according to Mitchell (2018) the causes of organizational conflict are: incompatible goals, differences between values and beliefs, unclear rules, task interdependence, lack of resources and ineffective communication. Also the organization’s size and its sub-divisions cause organizational conflict. The Larger the organization, the more opportunity to conflict to happen (Blank, 2020).

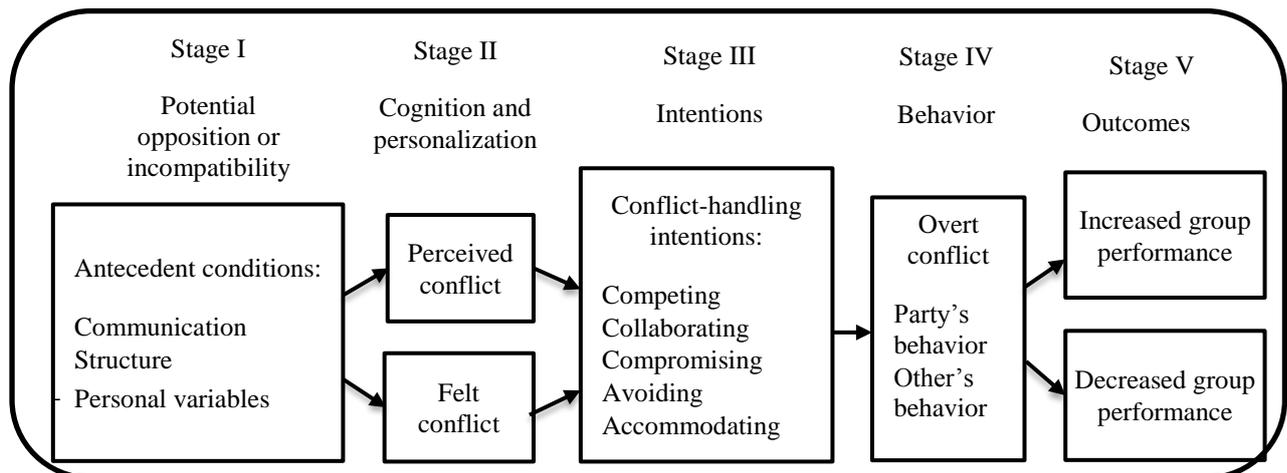


Figure 2 – The Conflict Process

Source: Stephen P. Robbins, Timothy A. Judge (2015), *Organizational Behavior*, 16th ed, Pearson, p.436

Despite the negative image of conflict within an organization, some researchers found that conflict has a constructive component that contributes to organizational

creativity and innovation (Verma, 1998; Hurt, 2013; Chaudhry & Asif, 2015), besides that a low level of conflict can help a group remain viable, self-critical (Robbins & Judge, 2015) and no conflict in organizations may lead to stagnation, ineffectiveness and poor decisions (Rahim, 2015). They believed that conflict has some positive effects in organizations, which categorized as following: (i) beneficial effects on productivity, (ii) social effects on relationships and developing better communication, (iii) constructive environment in workplace (Islam, 2018). “The conflict process is a process that has five stages: potential opposition or incompatibility, cognition and personalization, intentions, behavior, and outcomes” (Robbins & Judge, 2015, p. 436) as shown in figure 2.

2.2. Organizational Conflict Management

Studies on the management of organizational conflict have taken two directions. Some researchers have attempted to measure the amount of conflict at various organizational levels and to explore the sources of such conflict. Others have attempted to relate the various styles of handling interpersonal conflict of the organizational participants and their effects on quality of problem solution or attainment of social system objectives. It becomes evident that the distinction between the amount of conflict at various levels and the styles of handling interpersonal conflict, is essential for a proper understanding of the nature of conflict management (Rahim, 2015).

What we need in modern organizations is conflict management, not conflict resolution which implies conflict reduction, elimination, or termination. Conflict management entails developing effective strategies to reduce conflict dysfunctions and enhance conflict's constructive functions in order to improve an organization's learning and effectiveness (Rahim, 2015).

Organizations must do everything possible to achieve a healthy and beneficial level of conflict that fosters a sense of competition and a genuine desire for growth, resulting in organizational efficiency and progress (Akhtar, et., 2020).

Martir (2019, p.74) stated that conflict management is “the process of observing negative (dysfunctional) or positive (functional) conflict and executing the proper motivational, leadership, or decision tools to eliminate dysfunctional actions that are adverse to productivity or mission accomplishment”.

In any given situation, an individual can express concern for self and concern for others to varying degrees along their respective spectrums. As a result, individuals can exhibit behavior that corresponds to each of the conflict styles (Kelly, 2020).

As Thomas (1992, p.266) stated “In the late 1960s, I first encountered The Managerial Grid (Blake and Mouton, 1964), which, among other aspects of managerial style, identified five different ‘approaches to managing conflict’. These five approaches appeared to capture the basic choices available to conflicting parties better than simpler distinctions which were then being used in conflict research. In this taxonomy, five conflict-handling modes are classified by the two underlying dimensions of assertiveness and cooperativeness”.

2.2.1. Integrating Style (Assertive: high, Cooperative: high)

Integrating style is about attaining an agreement that satisfies both one's own and the other's aspirations to the greatest extent possible, and it entails an exchange of information about priorities and preferences, demonstrating insights, and making

tradeoffs between important and unimportant issues (De Drue & Beersma, 2005). It is a win-win solution which allows both parties' aims to be achieved completely (Nguyen & Yang, 2012), approve and accept the solutions by both parties (Prassa & Stalikas, 2020). This style is useful for effectively dealing with complex issues (Rahim, 2015). It also called the collaborating or problem solving style.

2.2.2. Avoiding Style (Assertive: low, Cooperative: low)

Avoiding, which involves a passive stance (De Drue & Beersma, 2005), attempts to avoid problems. In this case one will neither pursue one's own goals nor helping with other parties goal accomplishments (Meyer & Babs, 2013). Refusing to face the conflict or even acknowledge its existence (Nguyen & Yang, 2012). This style may be used to deal with some common or minor issues or when a cooling-off period is required before dealing with a complex problem effectively (Rahim, 2015). This kind of strategy can delay or even impede the agreement (Prassa & Stalikas, 2020).

2.2.3. Dominating Style (Assertive: high, Cooperative: low)

Dominating or competing is achieving your aim at the sacrifice of the other's aim (Nguyen & Yang, 2012), involves threats and bluffs, hard arguments, and positional commitments (De Drue & Beersma, 2005). This approach should only be used as a last resort (Verma, 1998) in emergencies or when quick decisive action needs to be taken. It refers to an assertive and aggressive approach and is sometimes also referred to as a 'win-lose' approach. This style excludes cooperation with other parties and could also be done at the expense of another party (Meyer & Babs, 2013). It also known as forcing or contending or competitiveness style (Prassa & Stalikas, 2020).

2.2.4. Compromising Style (Assertive: moderate, Cooperative: moderate)

In compromising where there is a desire to ration the object of the conflict and accept a solution with incomplete satisfaction of both parties' concerns (Robbins & Judge, 2015). This style may result in neither party achieving their aims and is in some cases also referred to as the 'lose-lose' situation (Meyer & Babs, 2013) or give-and-take interaction (Prassa & Stalikas, 2020). It considered to be acknowledging partial agreement with a specific point of view, and accepting the responsibility of an infraction (Nguyen & Yang, 2012).

2.2.5. Obliging Style (Assertive: low, Cooperative: high)

Obliging or accommodating means cooperating with another party, sometimes at the expense of one's own aims and objectives. This style is used when one party is not the expert in the field or when one wants to build future ties with a specific party (Meyer & Babs, 2013). This style entails unilateral concessions, unconditional promises, and offering assistance in order to accept and incorporate the other's desire, it also called conceding (Prassa & Stalikas, 2020; De Drue & Beersma, 2005). It is about supporting someone else' opinion in spite of your reservations about it. (Robbins & Judge, 2015)

2.3. Decision Making Process

One of the most important behaviors of human beings is decision making. Managers spend most of their time managing human resources and making decisions that have long-term effects and cannot be reversed (Samson & Bhanugopan, 2022). Elbanna, et al. (2020, p. 43) noted that the decision process is "the process by which a

strategic decision is formulated and implemented”. The decision making is a process of making a choice from a number of alternatives to achieve a desired result (Simon, 1955, p. 106; Lunenburg, 2010, p. 2; Robbins & Judge, 2015, p. 191), and assessing their consequences, and comparing the efficiency and accuracy of each of these consequences (Shrestha, et al., 2019). This organizational process is about designing where, when, and how to make and integrate decisions involving groups of individuals. It occurs as a reaction of a problem (Robbins & Judge, 2015; Zaki, et al., 2018).

According to Daft (2008, p. 214) Decision making is the process of identifying problems and opportunities and then resolving them. Decision making involves effort both before and after the actual choice.

Decision making is “a rational or emotional process that may be rational or irrational based on implicit or explicit assumptions” (Farokhi & Hossenchari, 2020).

The decision making process includes the following steps (Al-Tarawneh, 2012; Khakheli & Morchiladeze, 2015; Panpatte & Takale, 2019) which connected to each other logically:

1. **Problem diagnosis:** This process is a must, to identify real causes, reducing presumptions, organizational and system limits and interfaces, and any decision maker issues. It is a critical and necessary point before proceeding to the next step.
2. **Selection of decision-making criteria and restrictions:** it is the requirements which spell out the must do solution to the concerned issue, these requirements are the constraints describing the set of the feasible and acceptable solutions of the issue.
3. **Outlined alternatives:** which are the goals, in other words they are broad statements of intent and desirable programmatic values. These goals go beyond the requirements to desires. However, the goals may be conflicting but this is a natural consequent of practical decision situations.
4. **Evaluation of alternatives:** alternatives provide different techniques for transforming the initial condition into the required condition, and any alternative must satisfy the requirements. The infeasible ones must be eliminated from further evaluation, resulting in an explicit list of alternatives.
5. **Selection of alternatives:** this selection must be founded on the goals. It is necessary to define distinct rules as objective measures of the goals to measure how well each alternative achieves the goals.
6. **Implementation:** it is the selection of a decision making tool. There are several tools for resolving a decision issue. The selection of a suitable tool is not an easy task and depends on the particular decision issue, as well as on the goals of the decision makers.

Establishing feedback: the final and most important step in the decision-making process is to evaluate the effectiveness of your decision. Trailing allows you to identify any deficiencies or negative consequences of your decision. It provides valuable feedback that can be used to revise or reconsider the decision.

2.3.1. Decision-making participation

The participating in the decision making process is considered to be vital in organizations because it will make the employees realize the importance of their involvement in deciding their future in their organizations. Incorporating employees’ opinions into organizational decision making will result in more efficient and effective delivery of companies’ services (Marzuki, 2015). There is a model of

decision-making can help managers to match the features of a particular decision situation which called the “Vroom and Yetton Model”, which identified five levels of decision-making participation, ranging from completely autocratic to completely participatory as following: the first two forms are autocratic in the manner that the manager makes the decision alone, whereas the second autocratic approach solicits information from his or her staff. The third and fourth styles are advisory; the leader makes the decision alone, but advises his or her staff to a greater extent in preparation. In the fifth style, the decision is made by consultation. (Fitzgerald, 2002).

2.3.2. Factors that Affect Decision Making Process

Decision-making is defined as an integrated cogni-emotional, reflective process that takes into account both internal and external factors related to the decision and is made with the greatest number of decision makers' well-being in mind (Intezari & Pauleen, 2018).

The internal factors include the qualities of the leadership factor (Khakheli & Morchiladeze, 2015), which include: a) past experience of the leader or the decision maker whom his/her character could influence decision-making process (Griffin, 2021). The decision making teams are usually comprised of highly experienced professionals who combine their discipline specific expertise in order to respond to critical situations associated with higher levels of uncertainty, complexity, and dynamism, particularly in given increasingly turbulent external environments (Ejimab, 2015; Uitdewillifen & Waller, 2018), b) information which can assist organizations in their efforts to be better informed as data are able to remarkably contribute to situational consciousness, which can in turn inform decision making, such as resource distribution (Watson, et al., 2017).

Johnson, et al. (2008) defined PESTEL analysis as a model to analyze the external factors affecting airline industry as international companies. PESTEL provides a list of influences on the possible success or failure of the made decision (Gregoric, 2014; Pan, et al., 2019), as illustrated and shown in figure-2:

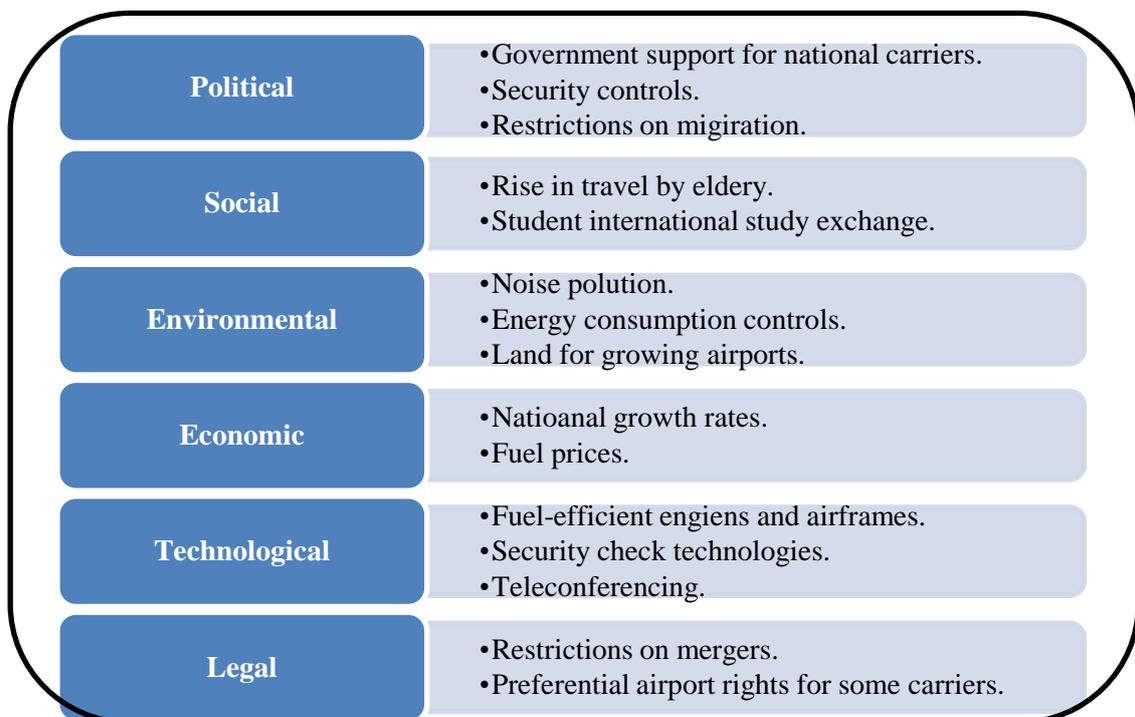


Figure 2- PESTEL Analysis of the Airline Industry

Source: Gerry Johnson, Kevan Scholes, Richard Whittington (2008), Exploring Corporate Strategy, 8th Edition, Pearson: London, p. 56.

2.4. The Relationship between the Organizational Conflict and the Decision Making

Managers frequently work in teams when making strategic decisions especially because the complexity and ambiguity involved in such decisions may be beyond the capabilities of a single individual. Managers resolve this ambiguity in strategic decisions by discussing and debating the issues at hand. Strategic decisions also necessitate the continuous monitoring and integration of external events and trends, the management of external constituencies, and the formulation, communication, and monitoring of the organization's responses to the environment. Complex, non-routine, and ambiguous tasks necessitate problem-solving abilities. Teams will be more capable of problem solving than individuals alone.

Team members bring a wide range of information, critical judgments, solution strategies, and perspectives to bear on a problem. Teamwork effectiveness is frequently reflected in the quality of strategic decisions, which affects organizational performance. As a result, teams (rather than individual actors such as the CEO) may have a significant impact on organizational outcomes. Team members frequently interact with one another during the decision-making process. The interaction creates two types of conflicts, cognitive conflict and affective conflict, with different outcomes: While cognitive conflict has been shown to improve decision quality, affective conflict has been shown to degrade decision quality. According to a meta-analysis, the effects of conflict on outcomes are ambiguous (Parayitam & Dooley, 2011).

To investigate the relationship between organizational conflict and decision-making, a detailed presentation of the variables related to organizational conflict, its levels, the reasons behind its occurrence, its implications, and the styles of managing it within organizations which have an impact on decision-making. On this basis, it seems clear that the extent to which these variables affect decision-making through a number of results obtained as follows: the clarity of communication helps to manage the conflict, where the employee becomes more loyal to the organization, while the bad relations that prevail in ambiguity and complaining lead to conflicts that do not end, and this impedes the decision-making process, and the employee becomes alienated from it. It causes a decrease in the levels of performance as well as a decrease in the levels of returns, and always within the framework of analyzing the impact of organizational conflict on decision-making, as well as the conflict that occurs between fresh graduates and old employees, because both parties do not accept this distinction from the other.

2.5. EGYPTAIR Airlines Organizational Chart

EGYPTAIR is the world-renowned national airline of Egypt, based in the cosmopolitan city of Cairo. It started operations May 7th 1932 as the first airline in the Middle East and Africa and the seventh airline in the world to join IATA and become a treasured brand. In the air transport services industry, the eight subsidiaries play complementary roles as following: EGYPT AIR Airlines, EGYPT AIR Duty Free, EGYPT AIR Maintenance & Engineering, EGYPT AIR Ground Services, EGYPT AIR, In-Flight Services, EGYPT AIR Medical Services, EGYPT AIR Supplementary Industries, and EGYPT AIR Cargo.

EGYPTAIR AIRLINES is the core of EGYPTAIR HOLDING. Throughout more than 88 years of service, it has successfully extended its network to reach major destinations across the world. EGYPTAIR has been an active member of the Star

Alliance since July 2008. Being a part of that huge network, EGYTPAIR customers are able to reach more destinations in 195 countries all over the globe. It consists of three major sectors: the Commercial Affairs, Air Hospitality, and Air Operations and it includes the following administrations: General Administration of Air Hospitality, Administration of Hospitality Training, Administration of Product Promotion, General Administration of Stations, General, Administration of Customer Service, General Administration of Marketing, and General Administration of Sales (EGYPAIR Group, 2022).

3. Methodology

The researchers usually choose the quantitative approach to answer research questions that require numerical data (Williams, 2007). Creswell (2014, p. 32) stated that “quantitative research is an approach for testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instruments, so that numbered data can be analyzed using statistical procedures. The final written report has a set structure consisting of introduction, literature and theory, methods, results, and discussion”. Quantitative data analysis is a powerful research method, which is frequently associated with large-scale research, but it can also be used for smaller-scale investigations, such as case studies, action research, correlational research, and experiments (Cohen, Manion, & Morrison, 2007; Williams, 2007). It attempts to select data and generalize results from a subset of the population of interest (MacDonald & Headlam, 2008).

Most cross-sectional studies collect their data using questionnaires (MacDonald & Headlam, 2008), they could be distributed to the targeted respondents by mail, e-mail, or face-to-face and telephone contacts (Gray et al., 2007; Rowley, 2014; Vehovar & Beullens, 2018). Most of these questionnaire surveys tend to be self-administered mail surveys, where the questionnaire is mailed to a wide range of individuals and willing respondents can complete the survey at their leisure and send it back (Bhattacharjee, 2012). This research used self-administrated mail questionnaire technique.

- **Data Collection**

Data has been collected through questionnaires that were prepared in approach that is relevant to the situation so as to decrease invalid responses. Accordingly, questionnaires are distributed on a sample of EGYPTAIR Airlines company’s employees to know their attitudes about the organizational conflict and the used styles to manage it in their company.

- **Measures**

The Questionnaire was designed as five-point Likert scale and the agreement level ranges from “strongly agree = 5” to “strongly disagree = 1”.

The questionnaire was divided into three sections as follows:

The first section included the demographic characteristics of the research’s sample: gender, qualification levels, job experience, and income.

The second section included the scale of organizational conflict management styles consisted of 15 statements.

The third section included the scale of decision making process consisted of 15 statements.

The population of the research was the EGYPTAIR Airlines employees. The sample of the research consisted of 447 employee and manager in EYGPTAIR Airlines.

This research adopted the non-probability sampling technique which is considered to be the best option if some population units have no chance of selection or where the probability of selection cannot be determined accurately. Non-probability sampling techniques includes: convenience and quota. This research used the convenience technique which also known as accidental or opportunity sampling. This is a technique in which a sample is drawn from a population segment that is close to hand, convenient, or readily available. This sampling method is best suited for pilot testing, where the aim is instrument testing or measurement validation rather than obtaining generalizable conclusions (Bhattacharjee, 2012).

To determine the appropriate sample size of the research population, the researcher used the Cochran (1977) formula as follows:

$$n = \frac{z^2 \times p(1 - p)}{e^2}$$

$$5000 = \frac{1.96^2 \times .5(1 - .5)}{0.05^2} = 384.16$$

Where:

- n: appropriate sample size (5000)
- z: standard degree (1.96 at significant level of 0.05)
- p: Sample proportion and neutral = 0.50
- e: maximum allowed error (0.05 at significant level of 0.05)

By applying these values to the Cochran, J. formula reveals that the appropriate sample size for this research is 385 participants but the researcher distributed 450 questionnaires. After revising of the responded questionnaires, there were 3 questionnaires not valid for analysis; the valid is (447) with the respondent rate of 99.33%. The collected questionnaires' data were coded and analyzed by Statistical Package for Social Science (SPSS V.23).

• **Data Validity and Reliability**

This research determined the validity of the scale by using the following:

- a. Face validity: the scale was reviewed by nine academic reviewers. The comments and observations of them have been considered before implementing the filed study.
- b. Validity of internal consistency: results demonstrated that all correlation coefficients of statements are significant at level of significance of ≤ 0.01 which ensures the validity of internal consistency of organizational conflict scale and decision making scale.

Regarding the reliability of scale, it was calculated using Cronbach's Alpha coefficient as shown in table 1. The Overall Cronbach's Alpha exceeded 0.7 for the variables; this means that all variables were acceptable and reliable.

Table-1: Cronbach's Alpha Value

Variables	No. of items	Cronbach's Alpha Value
The Integrating Style	3	.737
The Avoiding Style	3	.859
The Dominating Style	3	.825

The Compromising Style	3	.804
The Obliging Style	3	.731
Total	15	.791
Employees' Participation in Decision Making Process	5	.861
Quality of Decision Making Process	5	.894
Factors affect Decision Making Process	5	.609
Total	15	.782

Source: Developed by the researchers.

The researcher analyzed all of the data using the Statistical Package for Social Science (SPSS) analysis system, version (23), and used the frequencies, percent, means, standard deviation, rank, attitude, correlation analyses.

4. Results and Discussion

A description of the respondent's demographic characteristics is provided before the research outcomes are presented as in table-2:

Table-2: The Sample Characteristics Statistics

Variable	Response	Frequency	Percent	Rank
Sector	Commercial Affairs Sector	323	72.3	1
	Air Hospitality Sector	98	21.9	2
	Air Operations Sector	26	5.8	3
	Total	447	100	-
Administration	General Administration of Air Hospitality	101	22.6	2
	Administration of Hospitality Training	26	5.8	6
	Administration of Product Promotion	46	10.3	5
	General Administration of Stations	103	23.0	1
	General Administration of Customer Service	72	16.1	3
	General Administration of Marketing	46	10.3	5
	General Administration of Sales	53	11.9	4
Total	447	100	-	
Position	Specialist	204	45.6	1
	Traffic Officer	102	22.8	2
	Chief Specialist	9	2.0	5
	Chief Flight Attendants	25	5.6	4
	Manager	6	1.3	6
	Flight Attendants	101	22.7	3
	Total	447	100	-
Gender	Male	268	60.0	1
	Female	179	40.0	2
	Total	447	100	-
Qualification	Bachelor	259	57.9	1
	Master	154	34.5	2
	PH.D	34	7.6	3
	Total	447	100	-
Monthly Income	Less than 1000 EGP	0	0	3
	From 1000-2999	0	0	3
	From 3000-5999	0	0	3
	From 6000-8999	339	75.8	1
	From 9000 and above	108	24.2	2
	Total	447	100	-
Job Experience	From 5-10 years	79	17.7	3
	From 11-15 years	284	63.5	1
	More than 15 years	84	18.8	2
	Total	447	100	-

Source: Developed by the researchers.

According to Sector, the results in Table-2 showed that the percent of Commercial Affairs Sector (72.3%) was more than Air Hospitality Sector (21.9%) while Air Operations Sector was (5.8%). According to respondent's Administration, the majority of the respondents work in the General Administration of Stations (23%), followed by General Administration of Air Hospitality (22.6%), followed by General Administration of Customer Service (16.1%), followed by General Administration of Sales (11.9%) , followed by General Administration of Marketing(10.3) and Administration of Product Promotion (10.3%), followed by Administration of Hospitality Training (5.8%). According to respondent's position, it is clear that the percent of Specialist (45.6%), followed by Traffic Officer (22.8%), followed by Flight Attendants (22.7%), followed by Chief Flight Attendants (5.6%), followed by Chief Specialist (2%), followed by Manager (1.3%). According to gender, the results showed that the percent of males (60.0%) was more than females (40.0%) of investigated sample. According to respondent's level of education, the majority of the respondents had Bachelor (57.9%), followed by Master (34.5%), and followed by PH.D (7.6%). According to respondents' income, the majority of the respondents was from 6000-8999 (75.8%), followed by from 9000 and above (24.2%). According to respondent's job experience, the majority of the respondents was from 11-15 years (63.5%), followed by more than 15 years (18.8%), and then followed by from 5-10 years (17.7%).

Table-3: Statistics for the Integrating Style

No	Statement	Response	Freq.	%	Mean*	Std.	Rank	Attitude
1	The administration cooperates with the company's subordinates to develop appropriate solutions within it when a problem occurs.	Strongly Disagree	11	2.5	3.68	.70	2	Agree
		Disagree	138	30.9				
		Neutral	267	59.7				
		Agree	31	6.9				
		Strongly Agree	2.5	11				
	Total	447	100					
2	The administration is constantly trying to meet the desires and interests of the employees	Strongly Disagree	0	0	3.65	.74	3	Agree
		Disagree	19	4.3				
		Neutral	172	38.5				
		Agree	202	45.2				
		Strongly Agree	54	12.1				
	Total	447	100					
3	Administration seeks to reach radical solutions to problems	Strongly Disagree	0	0	3.83	.98	1	Agree
		Disagree	59	13.2				
		Neutral	85	19.0				
		Agree	175	39.1				
		Strongly Agree	128	28.6				
	Total	447	100					
Overall					3.72	.56	-	Agree

Source: Developed by the researchers.

Table-3 viewed that concerning "The integrating style", the first variable was "Administration seeks to reach radical solutions to problems", where the mean value was (3.83) and the standard deviation was (0.98). On the other hand, the least variable was "The administration is constantly trying to meet the desires and interests of the employees", where the mean value was (3.65) and the standard deviation was (.74). The overall mean of the variables was (3.72), the standard deviation of means values was (.56).

Table-4: Statistics for the Avoiding Style

No	Statement	Response	Freq.	%	Mean*	Std.	Rank	Attitude
1	The administration tries to mitigate the differences by ignoring them	Strongly Disagree	12	2.7	3.72	1.09	3	Agree
		Disagree	69	15.4				
		Neutral	70	15.7				
		Agree	177	39.6				
		Strongly Agree	119	26.6				
	Total	447	100					
2	The company's administration avoids discussing with those who disagree with it among the company's employees	Strongly Disagree	22	4.9	3.92	1.20	2	Agree
		Disagree	37	8.3				
		Neutral	100	22.4				
		Agree	82	18.3				
		Strongly Agree	206	46.1				
	Total	447	100					
3	Employees take the necessary measures to avoid unnecessary conflicts	Strongly Disagree	0	0	4.01	.83	1	Agree
		Disagree	22	4.9				
		Neutral	86	19.2				
		Agree	203	45.4				
		Strongly Agree	136	30.4				
	Total	447	100					
Overall					3.88	.716	-	Agree

Source: Developed by the researchers.

Table-4 viewed that concerning "The avoiding style", the first variable was "Employees take the necessary measures to avoid unnecessary conflicts", where the mean value was (4.01) and the standard deviation was (0.83). On the other hand, the least variable was "The administration tries to mitigate the differences by ignoring them", where the mean value was (3.72) and the standard deviation was (1.09). The overall mean of the variables was (3.88), the standard deviation of means values was (.716).

Table-5: Statistics for the Dominating Style

No	Statement	Response	Freq.	%	Mean*	Std.	Rank	Attitude
1	The administration adheres to its positions or the solutions it offers to resolve the conflict within the company	Strongly Disagree	0	0	4.32	.69	1	Strongly Agree
		Disagree	0	0				
		Neutral	60	13.4				
		Agree	183	40.9				
		Strongly Agree	204	45.6				
	Total	447	100					
2	The administration ends the conflict within the company by issuing orders or instructions to its employees that are not subject to discussion.	Strongly Disagree	1	.2	3.94	.70	2	Agree
		Disagree	7	1.6				
		Neutral	97	21.7				
		Agree	252	56.4				
		Strongly Agree	90	20.1				
	Total	447	100					
3	The administration ignores all the wishes of the company's employees	Strongly Disagree	38	8.5	2.73	.93	3	Neutral
		Disagree	137	30.6				
		Neutral	199	44.5				
		Agree	52	11.6				
		Strongly Agree	21	4.7				
	Total	447	100					
Overall					3.66	.47	-	Agree

Source: Developed by the researchers.

Table-5 viewed that concerning the "Dominating style", the first variable was "The administration adheres to its positions or the solutions it offers to resolve the conflict within the company", where the mean value was (4.32) and the standard deviation was (0.69). On the other hand, the least variable was "The administration

ignores all the wishes of the company’s employees", where the mean value was (2.73) and the standard deviation was (.93). The overall mean of the variables was (3.66), the standard deviation of means values was (.47).

Table-6: Statistics for the Compromising Style

No	Statement	Response	Freq.	%	Mean*	Std.	Rank	Attitude
1	The management relies on negotiation based on making concessions between the parties to the dispute within the company	Strongly Disagree	38	8.5	3.45	1.06	2	Agree
		Disagree	34	7.6				
		Neutral	110	24.6				
		Agree	215	48.1				
		Strongly Agree	50	11.2				
Total		447	100					
2	The management seeks to achieve benefits for all parties within the company.	Strongly Disagree	12	2.7	3.60	.98	1	Agree
		Disagree	58	13.0				
		Neutral	94	21.0				
		Agree	215	48.1				
		Strongly Agree	68	15.2				
Total		447	100					
3	The administration tries to find a middle ground for differences	Strongly Disagree	116	26.0	2.32	1.07	3	Disagree
		Disagree	139	31.1				
		Neutral	149	33.3				
		Agree	18	4.0				
		Strongly Agree	25	5.6				
Total		447	100					
Overall					3.12	.67	-	Neutral

Source: Developed by the researchers.

Table-6 viewed that concerning the “Compromising style”, the first variable was “The management seeks to achieve benefits for all parties within the company”, where the mean value was (3.60) and the standard deviation was (0.68). On the other hand, the least variable was “The administration tries to find a middle ground for differences”, where the mean value was (2.32) and the standard deviation was (1.07). The overall mean of the variables was (3.12), the standard deviation of means values was (.67).

Table-7: Statistics for the Obliging Style

No	Statement	Response	Freq.	%	Mean*	Std.	Rank	Attitude
1	The company's administration allows its employees to find solutions to the problems they face while working without interference from them.	Strongly Disagree	29	6.5	2.70	.85	2	Neutral
		Neutral	163	36.5				
		Agree	167	37.4				
		Strongly Agree	88	19.7				
		Total		447				
2	Sometimes the administration reverses decisions that have already been taken within the company.	Strongly Disagree	46	10.3	3.44	1.18	1	Agree
		Disagree	55	12.3				
		Neutral	63	14.1				
		Agree	218	48.8				
		Strongly Agree	65	14.5				
Total		447	100					
3	The administration takes a position of silence that does not provoke storms and exacerbates the dispute	Strongly Disagree	338	75.6	1.28	.54	3	Strongly Disagree
		Disagree	93	20.8				
		Neutral	14	3.1				
		Agree	2	.4				
		Strongly Agree	0	0				
Total		447	100					
Overall					2.47	.599	-	Disagree

Source: Developed by the researchers.

Table-7 viewed that concerning the “Obliging style”, the first variable was “Sometimes the administration reverses decisions that have already been taken within the company”, where the mean value was (3.44) and the standard deviation was (1.18). On the other hand, the least variable was “The administration takes a position of silence that does not provoke storms and exacerbates the dispute”, where the mean value was (1.28) and the standard deviation was (.54).

The overall mean of the variables was (2.47), the standard deviation of means values was (.599).

Table-8: Statistics for the Employees’ Participation in Decision-Making Process

No	Statement	Response	Freq.	%	Mean*	Std.	Rank	Attitude
1	The company's employees are involved in the decision-making process.	Strongly Disagree	50	11.2	2.71	.92	4	Neutral
		Disagree	118	26.4				
		Neutral	189	42.3				
		Agree	88	19.7				
		Strongly Agree	2	.4				
	Total	447	100					
2	Those responsible for making decisions give powers to their subordinates within the company to take emergency decisions	Strongly Disagree	59	13.1	3.12	1.18	3	Neutral
		Disagree	48	10.7				
		Neutral	178	39.8				
		Agree	101	22.6				
		Strongly Agree	61	13.8				
	Total	447	100					
3	The administration takes a position of silence that does not provoke storms and exacerbates the dispute	Strongly Disagree	12	2.7	4.31	1.01	1	Strongly Agree
		Disagree	28	6.3				
		Neutral	27	6.0				
		Agree	122	27.3				
		Strongly Agree	258	57.7				
	Total	447	100					
4	There is a clear mechanism for implementing decisions for subordinate employees within the company	Strongly Disagree	52	11.6	3.15	1.05	2	Neutral
		Disagree	42	9.4				
		Neutral	156	34.9				
		Agree	178	39.8				
		Strongly Agree	19	4.3				
	Total	447	100					
5	The administration is concerned with motivating employees to participate positively in achieving work goals within the company	Strongly Disagree	29	6.5	2.64	.66	5	Neutral
		Disagree	117	26.2				
		Neutral	284	63.5				
		Agree	16	3.6				
		Strongly Agree	1	.2				
	Total	447	100					
Overall					3.2	.61	-	Neutral

Source: Developed by the researchers.

Table-8 viewed that concerning the “Employee participation in decision-making”, the first variable was “The decision-making process is highly centralized within the company”, where the mean value was (4.31) and the standard deviation was (1.01). On the other hand, the least variable was “The administration is concerned with motivating employees to participate positively in achieving work goals within the company”, where the mean value was (2.64) and the standard deviation was (.66).

The overall mean of the variables was (3.2), the standard deviation of means values was (.61).

Table-9: Statistics for the Quality of the Decision-Making Process

No	Statement	Response	Freq.	%	Mean*	Std.	Rank	Attitude
1	The decisions taken within the	Strongly	34	7.6	3.43	1.06	2	Agree

	company achieve the desired results.	Disagree						
		Disagree	48	10.7				
		Neutral	100	22.4				
		Agree	219	49.0				
		Strongly Agree	46	10.3				
Total	447	100						
2	The company's decision makers are keen to provide all information on the subject of decision-making when formulating the decision.	Strongly Disagree	56	12.5	3.11	1.04	3	Neutral
		Disagree	40	8.9				
		Neutral	163	36.5				
		Agree	174	38.9				
		Strongly Agree	14	3.1				
Total	447	100						
3	Decisions are taken quickly in the company.	Strongly Disagree	118	26.4	2.14	.86	5	Disagree
		Disagree	160	35.8				
		Neutral	156	34.9				
		Agree	10	2.2				
		Strongly Agree	3	.7				
Total	447	100						
4	The administration is constantly keen on developing communication mechanisms between employees at different administrative levels	Strongly Disagree	7	1.6	3.05	.70	4	Neutral
		Disagree	79	17.7				
		Neutral	245	54.8				
		Agree	115	25.7				
		Strongly Agree	1	.2				
Total	447	100						
5	Timely collection of information increases the effectiveness of decision-making in the company.	Strongly Disagree	4	.9	4.49	.71	1	Strongly Agree
		Disagree	46	10.3				
		Neutral	121	27.1				
		Agree	276	61.7				
		Strongly Agree	447	100				
Total	4	.9						
Overall					3.24	.51	-	Neutral

Source: Developed by the researchers.

Table-9 viewed that concerning the “The quality of the decision-making process”, the first variable was “Timely collection of information increases the effectiveness of decision-making in the company”, where the mean value was (4.49) and the standard deviation was (0.71). On the other hand, the least variable was “Decisions are taken quickly in the company”, where the mean value was (2.14) and the standard deviation was (.86).

The overall mean of the variables was (3.24), the standard deviation of means values was (.51).

Table-10: Statistics for Factors that affect the Decision-Making Process

No	Statement	Response	Freq.	%	Mean*	Std.	Rank	Attitude
1	Problems in technological systems or their disruption lead to disruption of the decision-making process within the company.	Strongly Disagree	2	.4	4.38	.79	2	Strongly Agree
		Disagree	9	2.0				
		Neutral	51	11.4				
		Agree	140	31.3				
		Strongly Agree	245	54.8				
Total	447	100						
2	The weakness in updating the company's information systems constitutes an obstacle to the implementation of its decisions.	Strongly Disagree	0	0	4.40	.57	1	Strongly Agree
		Disagree	6	1.3				
		Neutral	1	.2				
		Agree	248	55.5				

		Strongly Agree	192	43.0				
		Total	447	100				
3	Interpersonal relationships affect the decision-making process	Strongly Disagree	17	3.8	3.28	.99	4	Neutral
		Disagree	100	22.4				
		Neutral	93	20.8				
		Agree	212	47.4				
		Strongly Agree	25	5.6				
		Total	447	100				
4	The lack of knowledge of the company's employees about the laws and regulations and their tasks hinders the decision-making process	Strongly Disagree	0	0	4.18	.76	3	Agree
		Disagree	0	0				
		Neutral	97	21.7				
		Agree	170	38.0				
		Strongly Agree	180	40.3				
		Total	447	100				
5	High centralization is one of the obstacles to making decisions in a timely manner	Strongly Disagree	0	0	4.002	.87	5	Agree
		Disagree	2	.4				
		Neutral	165	36.9				
		Agree	110	24.6				
		Strongly Agree	170	38.0				
		Total	447	100				
Overall					4.05	.36	-	Agree

Source: Developed by the researchers.

Table-10 viewed that concerning the “factors that affect the decision-making process” the first variable was “The weakness in updating the company's information systems constitutes an obstacle to the implementation of its decisions”, where the mean value was (4.40) and the standard deviation was (0.57). On the other hand, the least variable was “High centralization is one of the obstacles to making decisions in a timely manner”, where the mean value was (4.002) and the standard deviation was (.87).

The overall mean of the variables was (4.05), the standard deviation of means values was (.36).

Table-11: Correlation between the Styles for Managing Organizational Conflict and the Decision-Making Process

Variables		Employee participation	Decision-making quality	Decision-making obstacles
Integrating Style	R	.045	.098*	.022
	Sig.	.347	.039	.648
	N	447	447	447
Avoiding Style	R	.000	.107*	-.026-
	Sig.	.995	.024	.587
	N	447	447	447
Dominating Style	R	-.053-	.027	.019
	Sig.	.261	.567	.695
	N	447	447	447
Compromising Style	R	.025	.036	-.026-
	Sig.	.593	.451	.586
	N	447	447	447
Obliging Style	R	.025	.005	-.026-
	Sig.	.593	.922	.586
	N	447	447	447

Source: Developed by the researchers.

Table-11 referred that there are no statistically significant correlations between the styles for managing organizational conflict (The integrating style, the avoiding style, the dominating style, the compromising Style and the obliging style) and the decision-making process (Employee participation in decision-making, the quality of the decision-making process, and the obstacles to the decision-making process), (Sig > 0.05), except a weak correlation between decision-making quality and integrating style (Sig.= 0.039, R= 0.098) and a weak correlation between decision-making quality and avoiding style (Sig.= 0.024, R= 0.107). This result indicated that the second hypothesis of the research was not accepted except those variables.

5. Conclusions

There are no statistically significant correlations between the styles for managing organizational conflict (The integrating style, the avoiding style, the dominating style, the compromising Style and the obliging style) and the decision-making process (Employee participation in decision-making, the quality of the decision-making process, and the obstacles to the decision-making process), except correlation between decision-making quality and integrating style and a correlation between decision-making quality and avoiding style.

6. Recommendations

Although conflicts have both negative and positive effects, the administration and the employees should work towards achieving the positive effects rather than the negative. The following recommendations should be suggested:

- Training programs for administrative leaders in the EGYPTAIR Airlines Company should be designed to develop the skills to use all styles of conflict management, and provide them with the skills necessary to diagnose conflict and understand its dimensions, because this is a prerequisite for choosing the appropriate style to manage conflicts.
- Encouraging employees of EGYPTAIR Airlines Company to discuss their problems before they escalate and turn into conflicts.
- Adopting the freedom of opinion principle and spread its concept among the employees of EGYPTAIR Airlines Company.
- The administration of EGYPTAIR Airlines Company should ensure a free flow of communication between the head of the different departments and the employees working in.
- The administration of EGYPTAIR Airlines Company should encourage and promote interpersonal relationships among the employees to improve on their morals.
- The administration of EGYPTAIR Airlines Company should organize workshops about organizational conflict management from time to time for the employees, which will enable employees to know about organizational conflict and how it can be effectively managed for individual and organization effectiveness.
- According to the related literature that top managers' demographic Variables may limit the influence of external and internal factors on decision making processes by limiting information search and retrieval activities, we argue that it is time to test for such effects using empirical data.
- The administration of EGYPTAIR Airlines should organize workshops about cognitive skills and increase the consciousness of organizational decision making from time to time for the employees, which will enable employees to know about

organizational decision making and to realize the importance of their participation in this process in their departments.

- The administration of EGYPTAIR Airlines should take the opinions and concerns of the employees in consideration, which could increase the responsibility and transparency of the decision making process in the company.
- The administration of EGYPTAIR Airlines should promote the level of data quality within the company, which contributing to improve the quality of decision-making, and enabling the reduction of uncertainty and the production of more timely and accurate decision consequences.
- The administration of EGYPTAIR Airlines should adopt new technologies in gathering information about the concerned issues of the decisions to cope the rapidly change in such turbulent work environment.
- The administration of EGYPTAIR Airlines should enhance the effective intergroup collaboration, innovation, and productivity are by the thoughtful and intentional integration of diversity-focused programs that encourage inclusion, respect, and equal treatment of people in the workplace.

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