

**Administrative competencies and confronting conflict in  
decision-making in government institutions**

**BY**

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**Summary:**

The study aimed to determine the ability of administrative competencies in the face of conflict in decision-making in government institutions (knowledge competencies - skills competencies - values competencies - behavior competencies), and work to determine the decision-making methods in government institutions (negotiation style - confrontation and domination style - positive competition method - persuasion method, focus on common concerns). Identify the difficulties facing administrative competencies in the face of conflict in decision-making government institutions, and reach proposed planning mechanisms that increase the ability of administrative competencies to face conflict in decision-making government institutions.

This study is viewed as a field study, using the social survey method the Director General of the department in the administrative building at Helwan University, as it is one of the government institutions and their number (34) and also the directors of departments and their number (92).

The study tools consisted of An electronic questionnaire on administrative competencies and facing conflict in decision-making in government institutions, and the study reached the importance of administrative competencies for different levels, and the need for the availability of personal merit for senior management managers, and that there is a positive impact of commitment to the dimensions of administrative competencies in achieving many competitive advantages such as the quality of creativity and the speed of providing service to customers, and the ability to face conflict in decision-making and mechanisms to achieve this.

**Key words:**

Administrative competencies –conflict - decision-making.

الجدارات الادارية ومواجهة الصراع فى اتخاذ القرار بالمؤسسات الحكومية

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### المخلص

استهدفت الدراسة تحديد قدرة الجدارات الإدارية لمواجهة الصراع فى إتخاذ القرارات بالمؤسسات الحكومية ( جدارات المعارف- جدارات المهارات- جدارات القيم- جدارات السلوك )، والعمل على تحديد أساليب اتخاذ القرار بالمؤسسات الحكومية ( أسلوب التفاوض- أسلوب المواجهه والهيمنه- أسلوب التنافس الايجابى – أسلوب الاقناع، أسلوب التركيز على الاهتمامات المشتركة)، وتحديد الصعوبات التى تواجه الجدارات الادارية فى مواجهة الصراع فى إتخاذ القرار بالمؤسسات الحكومية، والتوصل إلى آليات تخطيطية مقترحة تزيد من قدرة الجدارات الادارية لمواجهة الصراع فى اتخاذ القرار بالمؤسسات الحكومية.

وتعد هذه الدراسة من الدراسات الوصفية، واعتمدت الدراسة على المنهج العلمي باستخدام منهج المسح الاجتماعي الشامل لمديري عام الإدارات بالمبنى الإداري بجامعة حلوان بإعتبارها أحد المؤسسات الحكومية وعددهم (34) مفردة، وأيضاً السادة مديري الإدارات وعددهم (92) مفردة.

وتمثلت أدوات الدراسة فى استبيان الكترونى حول الجدارات الإدارية ومواجهة الصراع فى اتخاذ القرارات فى المؤسسات الحكومية، وتوصلت الدراسة إلى أهمية الجدارات الادارية للمستويات المختلفه، وضرورة توافر الجداره الشخصية لمديري

الإدارة العليا، وأن هناك تأثير إيجابي للالتزام بأبعاد الجداريات الإدارية في تحقيق العديد من المزايا التنافسية مثل جودة الإبداع وسرعة تقديم الخدمة للعملاء، والقدرة على مواجهة الصراع في اتخاذ القرارات وآليات تحقيق ذلك.

### **First: The Study Problem:**

The issue of development in all its aspects has occupied a prominent place in societies of all kinds alike, and has received the attention of many scholars as the best way to achieve a better life for societies and individuals, due to the changes that have occurred in the work environment (Abdel Fattah Nagy, Ahmed, 2007, p. 5), Employees are the capital of any successful organization and helping employees develop their performance, and gaining good experiences is the way to achieve the best investment for these workers (Armstrong, 2010, p10), Hence the method of administrative competencies is a relatively recent approach to human resources management (costing, 2006, p84).

Where administrative competencies are widely used and are an integral part of all human resources management functions such as (planning, recruitment, performance management, training, employee development) and can be identified through professional roles and responsibilities and specific duties, The competency management is based on three main processes:

- 1- Developing the structure and terminology for work efficiency.
- 2- Planning, developing, managing and evaluating the level of competencies for the organization and its members.
- 3- Measuring and analyzing current and future levels of merit (Walter Reye, 2003, p), and this was confirmed by the results of a study (Hashem, Gharry Abdel Hamid, 2019).

where it concluded that through the use of the competency method, organizations can achieve internal customer satisfaction,

allowing them to work efficiently and effectively to achieve the desired goals, increase the degree of loyalty of the organization's employees and retain the competencies of employees, This is consistent with the study of (Bukhamisa Iman 2022) on the need to train employees on leadership styles and effective methods in ending, minimizing and managing conflict.

Accordingly, the importance of administrative competencies is evident in the following (Ismail, Mohammed, 2013, pp. 10-11):

- 1- Selection and appointment: The appointment decision depends on data more related to the actual success possibilities of employees.
- 2- Promotion and career paths: where the merit method helps the manager to make promotion and career development decisions.
- 3- Training and development: The merit method shows the skills of the individual and what the job needs, and thus directing training efforts to fill this gap, Performance management: Performance management systems from the perspective of competencies focused on achieving work results, so the importance of administrative competencies lies in developing the performance of the human element and increasing its capabilities and capabilities because it works to raise the level of its knowledge, skills, attitudes and behaviors within institutions, which leads to achieving the desired goals.

This was confirmed by the results of the study (Mbokazi, 2004), where it reached the importance of administrative competencies for different levels, and the need for the availability of personal merit for senior management managers more than middle, while the supervisory management was more interested in the availability of technical and operational

competencies, and also indicated the different administrative competencies required according to the administrative level.

The types of competencies are also united in the following: - The first type in the basic competencies (Sylvia, Horton, 2002, p12): They are as follows: 1- The ability to motivate, 2- The ability to lead others, 3- The skill of analytical thinking, 4- The ability to think strategically, 5- The skill of focusing on results, 6- The ability to build relationships, 7- The ability to develop the performance of others, 8- Integration, 9- Accuracy in providing service, 10- Quality in service delivery, The second type: administrative competencies: Examples of administrative competencies (Josh Bersin, 2007, p. 33): 1- Communication with others, 2- Data analysis skills, 3- Job excellence, 4- Responsibility and independence, 5- Flexibility, 6- Search for purpose, 7- Team leadership, This was confirmed by the results of the study (Ahmed, Amal Ali 2018), where it found that there are multiple types of administrative competencies that must be available in the bosses, including:

(Leadership, academic, technical, administrative, cognitive, technological intellectual, humanitarian, personal, and the study proved the importance of the availability of these competencies in the bosses to achieve efficiency and effectiveness at work.

The dimensions of administrative competencies are also determined in (Al-Selkawy, Ibrahim 2007, p. 31): 1- Knowledge competencies: can be considered as actionable information that allows making better decisions, and providing an effective contribution to dialogue and creativity in the institution.

2-Skills competencies: It means reaching a high degree of accuracy in the work that enables it to be conducted in the shortest possible time and at the lowest cost, and it consists of three elements:

(Speed, accuracy, understanding) and its importance lies in improving the level of performance, and raising the rate of production.

3- Values competencies: It refers to the principles that affect people's actions and the choices they make, which ethical standards are based on the rules of organizational conduct and must be supported by all employees, which underlie work ethics, procedures and interactions.

4 - Competencies of behavior: It means the behavior performed or performed by the individual actually, whether in deed or word, and in general, human behavior is the determinant of job performance.

The results of the study (Al-Samir at, Saba Moussa, 2018) confirmed that there is a positive impact of commitment to the dimensions of administrative competencies in achieving many competitive advantages such as the quality of creativity and the speed of providing service to customers.

Thus, administrative competencies require individuals who are able to face challenges and conflicts within social institutions through a language of dialogue that expresses their needs and ideas, and to spread their experiences of giving, creativity and participation (Mufleh, Huda Abdel Aty, 2022, p. 5), Dialogue is one of the only positions capable of preventing or resolving conflicts, and in particular, developing an understanding that would reduce the likelihood of aggression in differences of opinion, where conflict is the tool of dialogue (Jean Fred Bourquin, 2003, p. 10)

Hence, the conflict is a confusion or disruption of the means of decision-making, which makes it difficult for administrative competencies in the process of differentiation and choice between alternatives, and may also disrupt the implementation of the decision (Giant, Bashir Ahmed, 2015, p. 23), This was confirmed by the results of a study (Youssef, Iman, 2020), where

the results of its study found that conflict and self-esteem are among the most important factors that predict the quality of decision-making, while conflict may have a positive impact (cognitive conflict and conflict of interest) or negative (emotional conflict) on the quality of the decision-making process, and that people with self-esteem tend to make high-quality decisions, hence decision-making is a necessary process within any institution, as it works to solve problems, achieve goals and formulate policies Thus, it has repercussions on decision-makers, whether negatively or positively, which reflects some behaviors and conflicts on decision-makers (Rajab, Ahmed Ali, 2023, p. 24), This was confirmed by the results of a study (Shaaban, Maysa Jameel, 2020) that concluded that the principle of dialogue increases the culture, convictions and orientations of decision-makers before making decisions. And that the importance of the method of dialogue comes as a skill for decision-making, and that needs logical scientific facts characterized by objectivity.

Also the decision-making process is the essence of the planning process, where many of the opinions of scientists agreed on the importance of rational decision-making in planning, but they considered planning what is only a logical decision-making process associated with the process of setting goals in a specific period of time and studying, limiting and mobilizing material capabilities, as well as the use of experts, technicians and specialists and expressing the needs of the masses and citizens (Ali, Maher Abu Al-Maati, 2005) Thus, the decision-making process is one of the dynamic processes of any government institution.

Through the previous presentation, the subject of the current study can be identified as follows: "Administrative competencies and facing conflict in decision-making in government institutions"

## **Second: The importance of the study:**

- 1- Global, local and regional interest in administrative development issues and considering administrative competencies as the most important arms to achieve development in any society.
- 2- Administrative competencies are the most aware and educated group in administrative terms, and the most tender in social work due to the social responsibilities and roles they play needed by government institutions.
- 3- Achieving the efficiency of job performance for employees of government institutions to help in facing conflict at work and the ability to make sound decisions in order to meet the needs.
- 4- Keeping pace with the state's directions at the present time of the importance of administrative cadres to achieve comprehensive development.
- 5- Lack of studies related to the subject of administrative competencies, especially with regard to the most important skills of decision-makers to face conflict within government institutions.
- 6- This study can be used in the future for a large number of public universities.

## **Third: Objectives of the study:**

The current study aims to:

- 1- Determine the level of ability of administrative competencies in the face of conflict to make decisions in government institutions (knowledge competencies - skills competencies - values competencies - behavior competencies).
- 2- Determine the decision-making methods in government institutions (negotiation style - confrontation and domination method - positive competition method - persuasion method, focus on common interests).

3- Identify the difficulties facing administrative competencies in the face of conflict in decision-making in government institutions.

4- Reaching proposed planning mechanisms that increase the ability of administrative competencies to confront conflict in decision-making in government institutions.

#### **Fourth: Study Assignments:**

- **The first hypothesis:** there is a positive relationship between the administrative competencies of government institutions and methods of confronting conflict in decision-making.
- **The second hypothesis:** It is expected that the level of administrative competencies of employees in government institutions is high, and the test of this hypothesis lies through the following dimensions (knowledge - skills - values - behavior).
- **The third hypothesis:** It is expected that the level of methods of confronting conflict for decision-making in government institutions is high, and the test of this hypothesis lies through the following dimensions: (negotiation, confrontation and domination, positive competition, persuasion, focus on common interests).

#### **Fifth: Study Concepts:**

##### **(1) Administrative competencies:**

Administrative competencies are defined as the ability of individuals to work within a cognitive framework that allows them to respond appropriately to various situations (Hokinson and Sparrow, 2006.p35), it is also defined as a set of qualities (knowledge, qualifications, skills that an individual possesses and uses in an appropriate way to accomplish the required work

(Delima. V, 2016, 19) It is also defined as the ability to perform efficiently within the work environment, as well as the ability to respond to challenges within the work environment, and then the Arial merit is defined as a set of knowledge, skills, values and attitudes possessed by the worker, which are determined with the formation of a certain behavior required to perform a set of job tasks efficiently and effectively (Ashok Chanda, Shelba Cooper, 2002, p. 30), The procedural concept of administrative competencies in this study is determined as follows: Administrative competencies mean enabling employees of government institutions to perform their jobs efficiently and effectively by providing them with a set of knowledge, skills, constructive values and behaviors in order to possess the features, capabilities and scientific and practical experiences that enable them to practice administrative work within the university and how to face university problems, so that the highest rate of university performance is achieved, whether in student affairs, scientific research or community service.

## **(2) conflict:**

conflict is defined as a disagreement or controversy between two parties, with no agreement between opinions (Catherine Soanes and Sara Hawker, 2013, p254), also means a social phenomenon that can arise when people interact and strive to achieve common goals, and often the dispute begins when two people or parties have different interests and work against each other in pursuit of their own goals (Stephan proksch, 2016,p2), It is also defined as a breakdown or collapse in the ways and mechanisms of standard decision-making, which makes the individual live the difficulty of choosing alternatives to action and performance (Shalabi, Zuhair Abu Jumaa, 2019, p. 92), The procedural concept of the conflict in this study is determined as follows: conflicting goals of individuals or groups, the belief of

each party that the other party will actually threaten the interests of the other party, and this conflict may be (hidden, explicit, weak, violent) among the employees of the administrative apparatus of the university.

### **(3) decision- making:**

The concept of Decision means that it is a process that leads the actor to answer a particular question (Pascale Zarate, 2013, p25), Decision making refers to it as an administrative act that represents one aspect of decision-making processes (Hamza, Ahmed Ibrahim, 2015, p. 170). Decision making is also defined as the process of transforming information, which leads an actor or group of actors within the organization to deal with the issue, leading to decision-making, and therefore decision making can be implicit as a choice from a group of workers by a representative or group of actors in response to a problem faced by the organization, with this choice is presented through a number of very precise criteria (Pascale Zarate, 2013,25), The procedural concept of conflict is also determined in this study as follows: It is a process aimed at solving problems within institutions, and determining the extent of the ability and efficiency of management to perform effectively and therefore the success of the decision depends on the ability of the decision-maker to identify the causes of the problem and find alternatives to get rid of or solve it.

### **Sixth: Theoretical starting points:**

The current study starts through the competency model: The merit model is a list of all the performance specifications that describe the successful person in achieving great results at work, and the merit model is divided into two types: the first type describes the performance advantages of an individual who provides the minimum requirements for work, and the second

type describes the most productive performer and what this individual does, This type of model is more important, because its use is associated with increased productivity and improved competitive advantage .

(William Rothwell,2006.p3), The competency model consists of nine basic competencies (communication merit, self-management and consultation, global and cultural awareness, planning and management, team competency, strategic action merit, ethical practice, business intelligence, critical evaluation) and the building of the merit model aims to define the main competencies of the institution, and integrate these competencies into each of the various processes of the organization, and the merit model illustrates the weaknesses and strengths of individuals in order to help them understand themselves better, It shows them where to focus on career development (Seema sanghi, 2007, p7).

## **Seventh: The study Methodology:**

### **1- Type of study:**

This study is one of the descriptive studies through which accurate information can be obtained to depict and diagnose reality, so the current study aims to determine the ability of administrative competencies in the face of conflict in decision-making in government institutions.

### **2- The approach used:**

The study relied on the scientific method using the comprehensive social survey approach of the Director General of the departments and their number (34) and also the directors of the departments and their number (92).

### **3- Limitations of the study:**

#### **A- Human limits of the study:**

The human limits of the study were represented in the comprehensive social survey of the Director General of the

departments in the administrative building at Helwan University, as it is one of the government, and their number (34) as well as the directors of the departments and their number (92).

#### **B - Spatial boundaries of the study:**

The spatial boundaries of the study were represented in the administrative building at Helwan University as a government institution.

#### **C. Time limits for study:**

The time limits for the study were during the period of conducting the field study, which began on 1/1/2024 AD - 10/2/2024 AD.

#### **4- Study Tools:**

An electronic questionnaire on administrative competencies and facing conflict in decision-making in government institutions. Using Google Drive Models in light of the theoretical heritage guiding the study and previous studies related to the research issue of the study, using the following electronic link: <https://forms.gle/3ygUoKJa16T7SZWY7>

#### **5: Statistical Analysis Methods:**

The level of administrative competencies and confrontation of conflict in decision-making in government institutions was judged using the arithmetic mean, where the beginning and end of the categories of the tripartite scale are yes (three grades), to some extent (two grades), no (one grade), and the data was coded and entered into the computer. To determine the length of the cells of the triangular scale (lower and upper limits), the range was calculated = largest value - lowest value ( $3 - 1 = 2$ ), it was divided by the number of cells of the scale to obtain the corrected cell length ( $2 / 3 = 0.67$ ), and then it was added This value goes to the lowest value in the scale or the beginning of the scale, which is the correct one, in order to determine the upper limit of this cell.

**Table (1)**

**The arithmetic mean levels of the phrases and dimensions of the questionnaire.**

If the average value of the expression or dimension ranged between 1 - 1.67	low level
If the average value of the phrase or dimension ranges between more than 1.67 - 2.34	Average level
If the average value of the expression or dimension ranges between more than 2.34: 3	high level

The data were processed by computer using SPSS .V. 24.0, the statistical package for the social sciences, and the following statistical methods were applied: frequencies and percentages, arithmetic mean, standard deviation, range, t-test for two independent samples, multiple regression analysis, Simple regression analysis, Pearson correlation coefficient R, and coefficient of determination R<sup>2</sup>.

**Eighth: Data and results of the field study:**

**Table (2)**

**Description of the study population (n = 126)**

No.	Gender	Frequency	%
1	Male	57	45.24
2	Female	68	53.97
No.	Age	Frequency	%
1	Mean	49.8	
2	Std. Deviation	5.21	
No.	Marital Status	Frequency	%
1	Single	2	1.59
2	Married	109	86.51

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3	Widower	13	10.32
4	Divorced	2	1.59
No.	Education Level	Frequency	%
1	Middle Certification	6	4.76
2	Above average qualification	14	11.11
3	High qualified	56	44.44
4	Postgraduate Diploma	24	19.05
5	Master's degree	17	13.49
6	PHD degree	9	7.14
No.	Current Position	Frequency	%
1	Director general	34	27.0
2	Director of the Department	92	73.0
No.	Number of years of work experience		
1	Mean	14.3	
2	Std. Deviation	3.06	

**The table above shows that:**

-As for gender, it came in first place (females) with a percentage of (53.97%), followed in second place by (males) with a percentage of (45.24%).

-Regarding age, the average of the study population was (49.8) years, with a standard deviation of (5.21).

-**Regarding marital status**, it came in first place (married) with a rate of (86.51%), followed in second place by (widowed) with a rate of (10.32%), while in last place came (single) and (divorced) with a rate of (1.59%).

-As for the highly qualified, (highly qualified) came in first place with a rate of (44.44%), followed in second place by (those

with a master's degree) with a rate of (13.49%), while in the final place came (those with a master's degree) with a rate of (4.76%).

-As for the current job, the first classification was (Department Manager) with a percentage of (73.0%), followed in the classification by (General Manager) with a percentage of (27.0%).

- Years of experience in the field of work (14.3) years with a standard letter (3.06).

- It is clear from the above that workers have the experience and skills to perform their work, and the researcher believes that the average years of experience is a sufficient period to acquire skill and experience in the field of work, and the diversity of scientific qualifications is evident, which reflects the state's interest and observance of scientific degrees in appointments and career advancement, which contributes to the ability to face conflicts within the work for the ability to make decisions.

**Table (3)**

**relationship between the administrative competencies of government institutions and methods of confronting conflict in decision-making (n = 126)**

No.	Techniques Competencies	Negotiation	Confrontation and dominance	Positive competitive	Persuasion	focusing on common interests	Techniques as a whole
1	Cognitive competencies	.426**	-.125-	.133	.225*	.055	.216*
2	Skill competencies	.307**	-.103-	.173	.173	.037	.174
3	Values competencies	.294**	-.187-*	.113	.088	.140	.120
4	Behavioral competencies	.533**	-.053-	-.054-	.230**	.058	.231**

Administrative competencies as a whole	.505**	-.143-	.104	.231**	.090	.238**
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\*\* Significant at (0.01)

\* Significant at (0.05)

**The table above shows that:**

There is a direct relationship between administrative competencies in government institutions and methods of confronting conflict in decision-making, as the correlation value reached (0.238\*\*), which is statistically significant at a significance level (0.01).

- This was confirmed by the results of the study (Mbokazi, 2004), where it reached the importance of administrative competencies for different levels, and the need for the availability of personal merit for senior management managers, so the administrative competencies require individuals capable of facing challenges and conflicts within social institutions through the language of dialogue that expresses their needs and ideas, and the dissemination of their experiences of giving, creativity and participation.

**Table (4)**

**Multiple regression analysis of the relationship between administrative competencies in government institutions and methods of confronting conflict in decision-making (n = 126)**

Independent variables	B	T-Test		F-Test		R	R Square
		Value	Sig.	Value	Sig.		
Cognitive competencies	-.018-	.158	.875	2.353	0.058	0.269	0.072
Skill competencies	-.022-	.191	.849				
Values competencies	-.166-	1.348	.180				

Behavioral competencies	0.022	0.191	0.849				
Administrative competencies as a whole	0.398	1.490	0.139				

**The table above shows that:**

The value of the multiple correlation coefficient between the independent variable (administrative competencies in government institutions) and the dependent variable (methods of confronting conflict in decision-making) reached (0.269), which indicates the existence of a correlation between the variables.

The result of the P test was ( $F = 2.353$ ), which is not significant and therefore indicates the non-significance of the multiple regression model, as the value of the coefficient of determination was (0.072), meaning that administrative competencies in government institutions explain (7.2%) of the changes in methods of confronting conflict in Make decision.

The result of the T-test shows the effect of each sub-dimension of administrative competencies in government institutions. The most influential dimensions in methods of confronting conflict in decision-making are behavioral competencies, skill competencies, then cognitive competencies, then value competencies.

According to the results of the previous tables (3, 4), we accept the first hypothesis of the study, which states: There is a direct relationship between administrative competencies in government institutions and methods of confronting conflict in decision-making.

\_This is indicated by the results of a study (Al-Samirat, Saba Moussa, 2018), that there is a positive impact of commitment to the dimensions of administrative competencies in achieving many competitive advantages such as the quality of creativity and the speed of providing service to customers.

\_ Researchers believe that administrative competencies require individuals who are able to face challenges and conflicts within social institutions through a language of dialogue that expresses their needs and ideas, and disseminates their experiences of giving, creativity and participation.

\_ This was confirmed by the results of a study (Shaaban, Maysa Jameel, 2020) that found that the principle of dialogue increases the culture of decision-makers, their convictions and orientations before making a decision, and that the importance of the dialogue method comes as a skill for decision-making, hence the behavioral competencies among workers and their role in confronting conflict in decision-making.

**Table (5)**

**Level of administrative competencies of employees in government institutions (n = 126)**

No .	Variable	Mean	Std. Deviation	Level
1	Cognitive competencies	2.65	0.407	High
2	Skill competencies	2.60	0.316	High
3	Values competencies	2.52	0.347	High
4	Behavioral competencies	2.58	0.437	High
Administrative competencies as a whole		2.59	0.300	High

**The table above shows that:**

The level of administrative competencies among employees in government institutions reached (2.59), which is a high level with a standard deviation of (0.300), and its dimensions were as follows:

In the first place came (cognitive competencies) with an average weight of (2.65), followed in the second place by (skills competencies) with an average weight of (2.60), while in the

third place came (behavioral competencies) with an average weight of (2.58), and in the last place came (values competencies). ) with an average weight of (2.52).

Accordingly, we accept the second hypothesis of the study, which states: It is expected that the level of administrative competencies among employees in government institutions will be high, and this hypothesis can be tested through the following dimensions (knowledge - skills - values - behavior).

This may reflect the importance of knowledge, dialogue, dialogue skills and respect for opinion and other opinion in modifying behavior for the better and facing conflict, which helps maintain positive relations between management to improve morale, and helps to create cooperation among them.

**Table (6)**

**Level of methods of confronting conflict for decision-making in government institutions (n = 126)**

No .	Variable	Mean	Std. Deviation	Level
1	Negotiation style	2.63	0.399	High
2	Confrontation and dominance style	2.21	0.528	Medium
3	Positive competitive style	2.65	0.345	High
4	Persuasion style	2.30	0.481	Medium
5	style of focusing on common interests	2.44	0.395	High
Techniques of confronting conflict in decision making as a whole		2.45	0.259	High

**The table above shows that:**

The level of methods of confronting conflict for decision-making in government institutions reached (2.45), which is a

high level with a standard deviation of (0.259), and its dimensions were as follows:

In the first place was (the positive competitive style) with an average weight of (2.65), followed in the second place by (the negotiating style) with an average weight of (2.63), while in the third place was (the style of focusing on common interests) with an average weight of (2.44). The last (confrontation and dominance style) with an average weight of (2.21).

Accordingly, we accept the third hypothesis of the study, which states: It is expected that the level of methods of confronting conflict for decision-making in government institutions will be high, and this hypothesis can be tested through the following dimensions: (negotiation, confrontation and dominance, positive competition, persuasion, and focus on common interests).

\_ This is consistent with the study of "Bukhamisa Iman 2022) on the need to train employees on leadership styles and effective methods in ending the conflict or reducing it and good management.

\_ The method of positive competition is one of the best methods of confronting conflict, as the individual who competes seeks to achieve his own interests without regard to the goals of the other person, but through positive competition in the end the individual seeks to succeed and achieve the goals of the institution.

\_ And help methods of confronting conflict to reduce conflicts, including also the method of focusing on common interests, which is based on the acceptance of each of the parties to the conflict for the interests and objectives of the other party, and the style of confrontation and domination refers to the high interest in self and low interest in others, and work to defend the opinions and topics raised.

**\* The results of the study in light of the hypotheses of the study and the findings of the study:**

- We conclude from the results of the study that there is a positive relationship between administrative competencies in government institutions and methods of confronting conflict in decision-making, where the value of the correlation (0.238\*\*), which is statistically significant at a significant level (0.01).

- It is clear that workers have experience and skills to perform their work, and the researcher believes that the average years of experience is a sufficient period to acquire skill and experience in the field of work, and the diversity of scientific qualifications is evident, which reflects the state's interest and its observance of scientific degrees in appointments and career promotion, which contributes to the ability to face conflicts within the work for the ability to make decisions.

-And that there is a positive impact of commitment to the dimensions of administrative competencies in achieving many competitive advantages such as the quality of creativity and the speed of service provision to customers.

- And that administrative competencies require individuals who are able to face challenges and conflicts within social institutions through a language of dialogue that expresses their needs and ideas, and to spread their experiences of giving, creativity and participation.

- Which makes us accept the first hypothesis of the study, which means: There is a positive relationship between the administrative competencies of government institutions and methods of confronting conflict in decision-making.

- The importance of knowledge, dialogue, dialogue skills and respect for opinion and other opinion in modifying behavior for the better and facing conflict, which helps maintain positive relations between management to improve morale, and helps to create cooperation among them, which makes us accept the imposition of the second study and the effect is expected to be the level of administrative competencies of employees of

government institutions high, and lies in the test of this imposition through the following dimensions (knowledge - skills - values - behavior).

-The study stressed the need to train employees on leadership styles and effective methods in ending the conflict or reducing it and good management.

- The method of positive competition is one of the best methods of confronting conflict, as the individual who competes seeks to achieve his own interests without regard to the goals of the other person, but through positive competition in the end the individual seeks to succeed and achieve the goals of the institution.

- Methods of confronting conflict help to reduce conflicts, including also the method of focusing on common interests, which is based on the acceptance of each of the parties to the conflict for the interests and objectives of the other party, and the style of confrontation and domination refers to high interest in self and low interest in others, and work to defend the opinions and topics raised (which makes us accept the imposition of the third study, which means: It is expected that the level of methods of confronting conflict for decision-making government institutions is high, and the test of this imposition lies through the following dimensions: (negotiation, confrontation and domination, positive competition, persuasion, focus on common interests).

### **Ninth: Proposed mechanisms to increase the capacity of administrative competencies to confront conflict in decision-making in government institutions:**

By reviewing the theoretical heritage and the applied aspect of the study in addition to the results of the current study, a set of mechanisms can be identified to increase the ability of

administrative competencies to face conflict in decision-making in government institutions, which can be identified as follows:

N	Mechanisms	Performance indicators	Suggested implementation bodies
1	Developing the knowledge and skills of directors of departments in government institutions about the conflict in decision-making	<p>(1-1) Provide managers with the knowledge and skills important to reduce conflicts for the ability to make decisions in their natural form.</p> <p>(1-2) Supporting decentralization of government institutions for their ability to identify conflict situations and causes, which makes them have the ability to face conflict in planning decision-making.</p> <p>(1-3) Work to achieve integration and cooperation between the parties to the conflict, that is, the parties to the conflict focus on the interests and objectives of the other party, in order to work to find and innovate the best solutions that satisfy each of them by achieving the best and facing conflicts among them.</p>	It is carried out through various administrative levels.
2	Promoting positive competition between department managers and employees of government institutions	<p>(2-1) Focusing on positive relations between employees of government institutions, improving morale, focusing on points of agreement rather than points of disagreement during conflict, and containing those who differ in opinion.</p> <p>(2-2) Work to show the conflicting parties to be ready to work cooperatively towards an integrated solution that satisfies the needs of everyone and achieves their goals (cooperation instead of conflict).</p>	It is carried out through various administrative levels.
3	Work to provide the appropriate climate to confront	(3-1) The use of the method of conciliation, which is a method that focuses on the common interests of the conflicting parties and reduces the importance of the disputed things, and here the collection of common views leads to the trend	Senior management.

N	Mechanisms	Performance indicators		Suggested implementation bodies
	conflict in decision-making and turn it into a positive conflict		towards achieving the common goal.	
		(3-2)	The use of avoidance strategy This strategy is based on overlooking the causes of conflict and this strategy follows three methods: -Neglect. -Physical segregation. - Limited interaction.	
		(3-3)	There must be a democratic style of leadership and supervision rather than authoritarian or chaotic leadership, and there must be a climate that allows groups to participate in decisions to work within a flexible organizational structure to resolve the conflict between officials and management.	
		(3-4)	The use of persuasion as a mechanism to confront conflict.	
4	Supporting communication channels between all employees of government institutions and continuous evaluation of their tasks to reduce conflicts within the institution	(4-1)	The communicative aspect of relations is the link between senior management and employees, administrative communication is no longer limited to downward communications from senior management in the form of orders and instructions, but communication has become one of the most important goals and duties entrusted to the work of public relations and a sense of satisfaction with work.	Senior management.
		(4-2)	Continuous updating of data and information and attention to the accuracy of data and information to not conflict, which does not cause conflict, and work to make data and information available to all employees of the institution.	

N	Mechanisms	Performance indicators	Suggested implementation bodies
		(4-3) <b>Not to conflict in responsibilities and authorities among all employees, and not to overestimate.</b>	
		(4-4) <b>Provide equal opportunities for all employees to express their opinion.</b>	

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