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$$\frac{(10-6)}{(15 \quad )} \cdot \frac{(10-6)}{(10-6)} : \frac{(0.05 \geq)}{(15 \quad )} \cdot \frac{(15-11)}{(15-11)}$$



# Strategies of Organizational Conflict Management in the Ministries of Palestinian National Authority (PNA) in the West Bank

## Abstract

This study aims at acquainting with the nature of strategies of organizational conflict management for general directors in the Palestinian National Authority (PNA) in the West Bank and with the followed methods in managing this conflict. Moreover, it is to define the effects of sex, academic qualifications, and years of experience variables on this organizational conflict management.

For the purpose of answering the study questions, the researcher has developed the organizational conflict questionnaire which (Bawap, 1986) translated from (Thomas and Kelman, 1974). The questionnaire consists of two parts: the first comprises personal data, whereas the second comprises five dimensions for organizational conflict management strategies. The first dimension is participation strategy; the second is compulsion strategy; the third dimension is avoidance; the fourth is settlement dimension, and the fifth dimension is that of confrontation.

The questionnaire consists of sixty questions, on a scale of twelve questions for each strategy. After the reassurance of questionnaire validity and reliability, the researcher has distributed it on the study sample which consists of 261 general directors, %50 from the total of general directors working in PNA ministries in the West Bank.

After collecting and analyzing the data, the following outcomes have been traced: - The total degree of organizational conflict management strategies nature in the PNA ministries in the West Bank for the dimension of participation strategy was high. The total degree of organizational conflict management strategies nature in the PNA ministries in the West Bank for the dimension of settlement strategy was high. No differences of statistical value ( $\alpha \leq 0.05$ ) have been traced in the nature of organizational conflict management strategies in the PNA ministries in the West Bank concerning strategies of (compulsion, avoidance, settlement, and confrontation) in reference of sex variable, where differences of statistical value have been traced in the dimension of participation strategy between males and females in favor of males. No differences of statistical value ( $\alpha \leq 0.05$ ) have been traced in the nature of organizational conflict management strategies in the PNA ministries in the West Bank in reference to the academic qualification variable. No differences of statistical value ( $\alpha \leq 0.05$ ) have been traced in the nature of organizational conflict management strategies concerning dimensions of participation and confrontation strategies in the ministries of PNA in the West Bank concerning the experience variable; whereas variables of statistical dimensions have been traced in compulsion strategy dimension in favor of (6-10) on (11-15) and (more than 15); avoidance strategy dimension in favor (6-10) on (more than 15); and settlement strategy dimension in favor of (more than 15) on (6-10 years) according to experience variable.

The researcher recommends the following: By understanding the participation strategy of organizational conflict parties as a result of cooperation and understanding, the researcher suggests the following: the accreditation of workshops, periodic meetings, and

accreditation of constructive criticism to build bridges. Moreover, making people feel their roles in the organization increases loyalty to this organization. This feeling will convert confrontation into participation which will lead to the development of the organization and puts it in a state of cohesion. For the settlement strategy, which received the second position, it has becomes very necessary to reach an agreement among the conflicting parties for the sake of general interests in counter with the special and personal interests. Also to give concessions or new alternatives to reach a common core understanding among all the parties in conflict.

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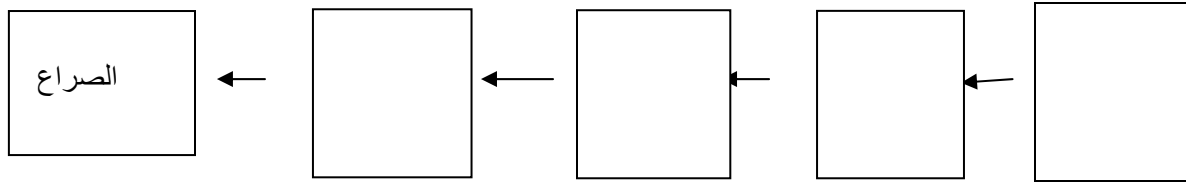
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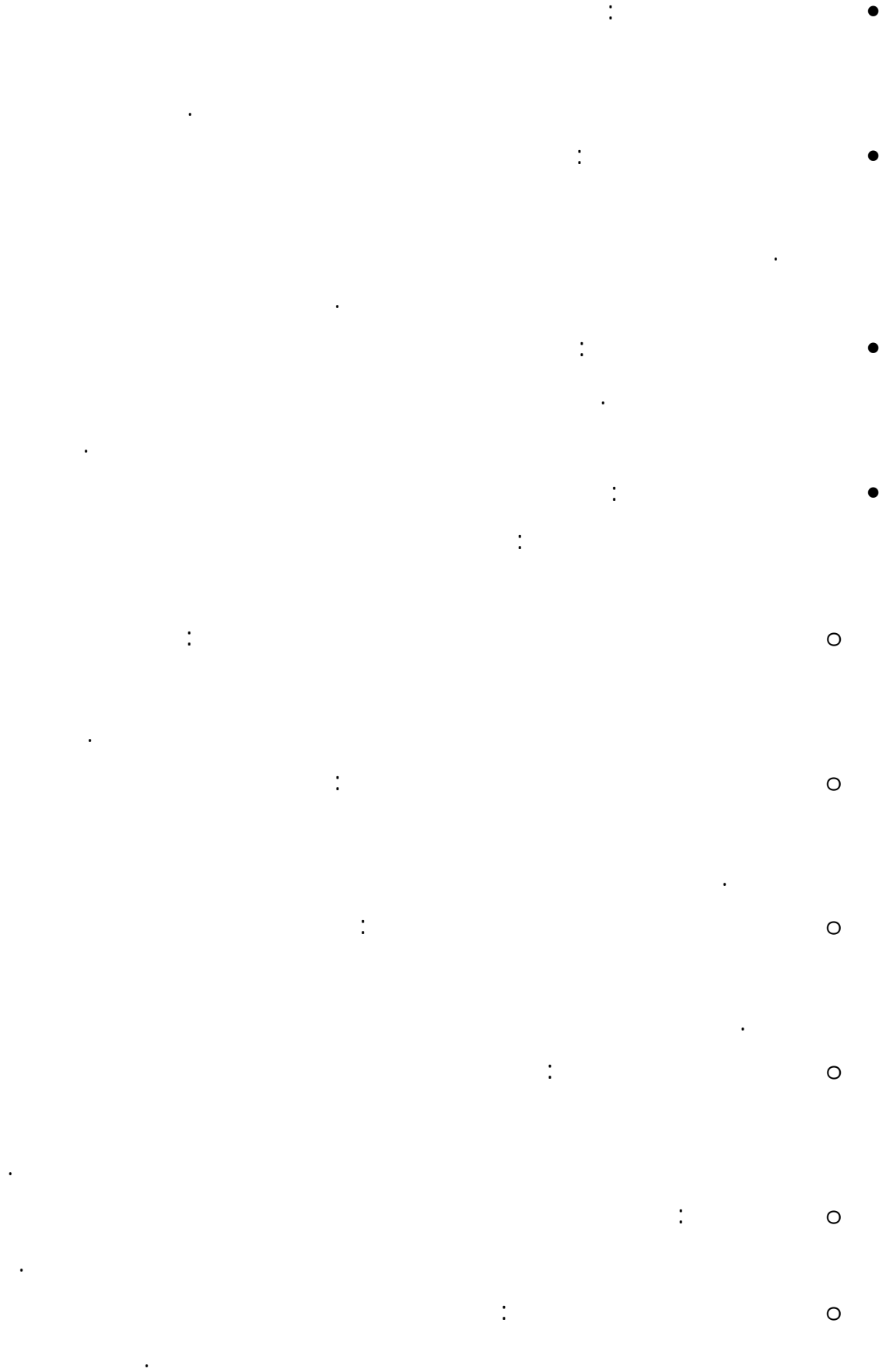
:(Compromise)

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(Flanagan's Critical Incident Technique) (  
(Miles & Huberman's Content Analysis  
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**1.3**

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( %50 )

(522)

**4.3**

(261)

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(%50)

:1.3

%		
84.3	220	
15.7	41	
100	261	

:2.3

%		
9.2	24	
54.8	143	
36.0	94	
100	261	

:3.3

%		( )
10.7	28	5
21.8	57	10-6
43.7	114	15-11
23.8	62	15
100	261	

: **5.3**

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**6.3**

(1974)

.(2)

**7.3**

.(4.3) ( )

:4.3

0.80	
0.78	
0.87	
0.83	
0.71	

(0.87-0.71)

4.3

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(5.4 4.4 3.4 2.4 4.1)

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(5 – 4.21)	%100-%84.2	•
(4.20 – 3.41)	% 84.1-%68.1	•
(3.40 – 2.61)	%68.0-%52.1	•
(2.60 – 1.81)	%52.0-36.1	•
(1.80 – 0.00)	%36	•



: **1.1.4**

:1.4

(261= )

	(%)	*		
	81.8	4.09		1
	87.8	4.39		2
	86.6	4.33		3
	73	3.65		4
	77.8	3.89		5
	76	3.80		6
	81.8	4.09		7
	86.6	4.33		8
	83.8	4.19		9
	68.6	3.43		10
	83	4.15		11
	82	4.31		12
	<b>81</b>	<b>4.05</b>		

(5)

1.4

(86.6 86.6 87.8)

(8 3 2)

(12 11 10 9 7 6 1,4,5)

.(%83.8-% 68.6)

.(81)

: **.2.1.4**

:2.4

(261= )

	(%)	*		
	69.4	3.47		1
	48.4	2.42		2
	63.8	3.19		3
	54	2.70		4
	36.8	1.84		5
	39	1.95		6
	60.6	3.03		7
	77	3.85		8
	36.2	1.81		9
	50.8	2.54		10
	28.8	1.44		11
	39.2	1.96		12
	<b>50.4</b>	<b>2.52</b>		

(5)

2.4

(77) (69.4) (1.8)

(60.6) (54) (63.8) (7 4 3)

(12 10 9 6 5 2)

(39.2) (50.8) (36.2) (39) (36.8) (48.4)

.(28.8) (11)

.(50.4)

: **.3.1.4**

:3.4

(261= )

	(%)	*		
	37	1.85		1
	44.4	2.22		2
	39.8	1.99		3
	50.2	2.51		4
	40.2	2.01		5
	40	2.00		6
	43.8	2.19		7
	44.4	2.22		8
	47	2.35		9
	57.6	2.88		10
	50.6	2.53		11
	36	1.80		12
	<b>44.2</b>	<b>2.21</b>		

(5)

(3.4)

2 1) (57.6) (10)  
 (39.8) (44.4) (37) (11 9 8 7 6 5 4 3  
 (50.6) (47) (44.4) (43.8) (40) (40.2) (50.2)  
 .(36) (12)

(44.2)

: **.4.1.4**

:4.4

(261= )

	(%)	*		
	63.4	3.17		1
	83.8	4.19		2
	80.2	4.01		3
	70.6	3.53		4
	82	4.10		5
	80.8	4.04		6
	82.6	4.13		7
	80.2	4.01		8
	77.2	3.86		9
	80.2	4.01		10
	80.6	4.03		11
	66	3.30		12
	<b>77.2</b>	<b>3.86</b>		

(5)

4.4

-70.6)

.(63.4)

(11 10 9 8 7 6 5 4 3 2)

(1)

(83.8

.(77.2)

: **.5.1.4**

:5.4

(261= )

	(%)	*		
	78.8	3.94		1
	84.6	4.23		2
	48.6	2.43		3
	42.2	2.11		4
	50.4	2.52		5
	80.6	4.03		6
	71.6	3.58		7
	55.6	2.78		8
	69.6	3.48		9
	69.4	3.47		10
	50.6	2.53		11
	72.6	3.63		12
	64.6	3.23		

(5)

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5.4

(84.6) (2)  
 (80.6-69.4) (12 10 9 7 6 1)  
 (55.6) (8)  
 .(50.6-42.2) (11 5 4 3)  
 .(%64.6 )

: **.6.1.4**

:6.4

(261= )

	(%)	*		
	81	4.05		1
	50.4	2.52		4
	44.2	2.21		5
	77.2	3.86		2
	64.6	3.23		3

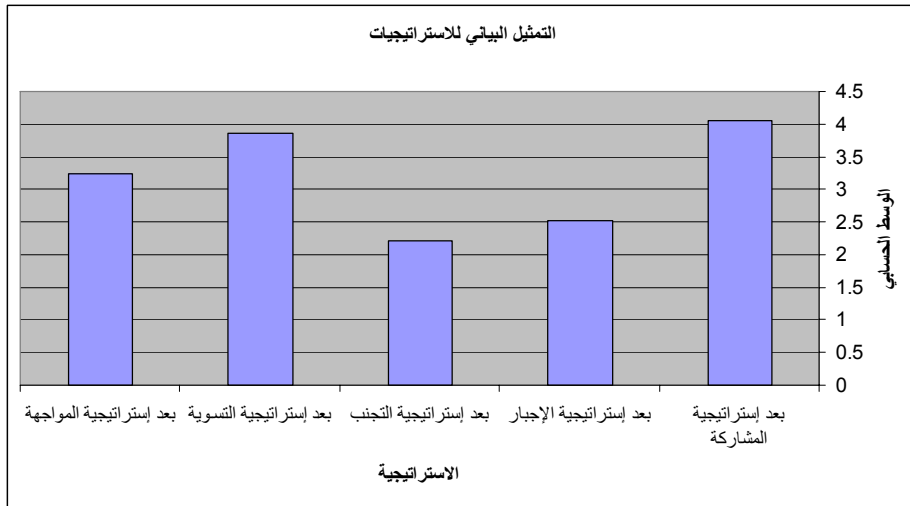
(5)

: (6.4)

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.(%81) : ○  
 .(%77.2) : ○  
 .(%64.6) : ○  
 .(%50.4) : ○  
 .(%44.2) : ○

(4.)



:1.4

## 2.4

$(0.05 \geq \alpha)$

(11.4)

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*0.002	3.09	0.52	3.84	0.47	4.09	
0.73	0.33	0.59	2.49	0.58	2.52	
0.72	0.35	0.82	2.18	0.70	2.22	
0.19	1.30	0.60	3.77	0.48	3.88	
0.10	1.65	0.51	3.11	0.48	3.25	

.(1.96) ( ) •

$(0.05 \geq \alpha)$

.7.4

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(3.84)

(4.09)

: **3.4**

( $0.05 \geq \alpha$ )

8.4

9.4

:8.4

4.02	4.05	4.24	
2.48	2.54	2.54	
2.12	2.25	2.37	
3.93	3.82	3.88	
3.21	3.24	3.26	

( $0.05 \geq \alpha$ )

9.4

**4.4**

( $0.05 \geq \alpha$ )

.(11.4 10.4 )



:9.4

*	( )					
0.13	2.02	0.48 0.23	0.96 61.41 62.37	2 258 260		
0.78	0.24	0.085 0.34	0.17 89.92 90.09	2 258 260		
0.20	1.59	0.83 0.52	1.66 134.30 135.97	2 258 260		
0.22	1.50	0.37 0.25	0.75 65.21 65.96	2 258 260		
0.85	0.15	0.036 0.23	0.072 61.76 61.76	2 258 260		

.(0.05=  $\alpha$ )

\*

:10.4

15	15-11	10-6	5	
4.05	4.07	3.98	4.14	
2.28	2.50	2.77	2.60	
2.03	2.18	2.42	2.33	
4.06	3.79	3.75	3.94	
3.17	3.22	3.28	3.28	

:11.4

*	( )					
0.52	0.74	0.18 0.24	0.53 61.83 62.37	3 257 260		
*0.0001	7.55	2.42 0.32	7.30 82.78 90.09	3 257 260		
*0.02	3.32	1.69 0.50	5.07 130.89 135.97	3 257 260		
*0.002	5.11	1.23 0.24	3.71 62.25 65.96	3 257 260		
0.63	0.57	0.13 0.23	0.41 61.42 61.83	3 257 260		

.(0.05=  $\alpha$ )

\*

(0.05 $\geq$   $\alpha$ )

11.4

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(Scheffe Post-hoc

(14.4 13.4 12.4)

Test)

: **.1.4.4**

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<b>15</b>	<b>15-11</b>	<b>10-6</b>	<b>5</b>	
0.31	0.098	0.16-		5
*0.48	*0.27			10-6
0.22				15-11
				15

.(0.05 ≥ α) \*

12.4

10-6 (15 15-11) 10-6

: **.2.4.4**

:13.4

<b>15</b>	<b>15-11</b>	<b>10-6</b>	<b>5</b>	
0.29	0.15	0.092-		5
*0.39	0.24			10-6
0.14				15-11
				15

.(0.05 ≥ α) \*

13.4

10-6

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.3.4.4

:14.4

<b>15</b>	<b>15-11</b>	<b>10-6</b>	<b>5</b>	
0.11-	0.15	0.19		5
*0.30-	0.03-			10-6
0.26-				15-11
				15

.(0.05 ≥  $\alpha$ )

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(14.4)

10-6

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**1.5**

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**2.5**

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.(%81)

.(%50.4)

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.(%44.2)

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.(%64.6)

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**3.5**

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**.1.3.5**

$\alpha$ )

( $0.05 \geq$

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( $0.05 \geq \alpha$ )

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**4.5**

$\alpha$ )

( $0.05 \geq$

13.4

( $0.05 \geq \alpha$ )



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**5.5**

$\alpha$ )

( $0.05 \geq$

15.4

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( $0.05 \geq \alpha$ )

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	.(56)		:(1994) .	•
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		.255 -239		
4	7		:(1983).	•
			.43-26	
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بسم الله الرحمن الرحيم  
معهد التنمية المستدامة  
Institute of Sustainable Development



التاريخ: 61/19 2008

الى من يهمه الامر،،،

الموضوع: افادة طالب

تحية طيبة وبعد،،،

يفيد برنامج الدراسات العليا في التنمية الريفية المستدامة- جامعة القدس ان  
الطالب/ة معتز جلال محمد ياسين و رقمه/ الجامعي 205.102.700 ملتحق/ه بالبرنامج  
ويقوم حاليا باعداد بحث بعنوان:

السياسة الاقتصادية لإدارة الصراع بين الفلسطينيين واليهود في الضفة الغربية  
البريطانية الفلسطينية في الضفة الغربية

يرجى من حضرتكم التكرم وتقديم المساعدة الممكنة له لتسهيل مهمته/ا. شاكرين لكم  
تعاونكم.

وتفضلوا بقبول فائق الاحترام،،،

  
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Palestinian National Authority  
Ministry of Social Affairs  
Cabinet Affairs Unit

بسم الله الرحمن الرحيم



السلطة الوطنية الفلسطينية  
وزارة الشؤون الاجتماعية  
وحدة شؤون مجلس الوزراء

2008/06/15

الزميلات والزملاء المدراء العاملين المحترمتين والمحترمين

الموضوع: مساعدة الباحث معتمد ياسين

تحية طيبة وبعد،

برجاء مساعدة الباحث معتمد كامل ياسين في تعبئة الاستمارات المرفقة لأغراض إتمام دراسته العليا وإعداد رسالته بعنوان "واقع استراتيجيات إدارة الصراع التنظيمي في وزارات السلطة الوطنية الفلسطينية في الضفة الغربية". شاكرين لكم تعاونكم،  
واقبلوا فائق الاحترام،،،

داوود الديك

  
مدير عام وحدة شؤون مجلس الوزراء

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السلطة الوطنية الفلسطينية  
**Palestinian National Authority**

Ministry of Education & Higher Education



السلطة الوطنية الفلسطينية

وزارة التربية والتعليم العالي  
 الوكيل المساعد للشؤون الإدارية والمالية

الرقم: و ت ع /مذكرة داخلية.  
 التاريخ: 2008/5/26

الأخوات و الأخوة المديرين العاملين المحترمين

تحية طيبة،

الموضوع: دراسة الباحث "معصم ياسين"

يقوم الباحث أعلاه بإجراء دراسة حول "واقع المتراحيات إدارة الصراع التنظيمي في وزارت السلطة الوطنية الفلسطينية في الضفة الغربية" كجزء من متطلبات برنامج الماجستير. و عليه أرجو تعاونكم في الإجابة على الأسئلة المرفقة و الاحتفاظ بها الذي سكرتيرة إدارتكم العامة ليتم جمعها من المعنيين.

شاكرين تعاونكم

صبحي خليل كايد

الوكيل المساعد للشؤون الإدارية و المالية



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