

# The Orbital Solution Strategy's Ability to Predict Conflicting Resources and Quickly Identify Conflict Sources

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## ABSTRACT

In general, it should never be overlooked that the existence and growth of any organization, and in particular the airline, depends on the creativity of its employees, so the purpose of the present study is to examine the orbital solution strategy for managing conflict resources in order to enhance organizational creativity. At Airlines as one of the leading companies in customer service, identifying the factors that influence creativity is always important and has a significant impact on customer satisfaction, financial self-sufficiency and business prosperity. Overall, the results of this study, conducted among employees with a minimum bachelor's degree, showed that an orbital solution strategy has good predictive power for conflict resource management. Therefore, it is suggested that to increase the spirit of orbital solution among senior managers, organizational behavior training is a must and should change managers' attitude, change organizational culture, increase managers' emotional intelligence and changes in organizational structure. This in turn has led to a perceptible reduction of important and fundamental conflicts in the organization including: maladaptive goals, authority overlap, ambiguity and role conflict, environmental stress and even a subtle reduction in the system of uncoordinated evaluation and rewards; And role conflict, authority overlap, uncoordinated rating system and reward, and environmental stressors have the most inverse relationship with creativity, respectively.

## KEYWORDS

*Orbital solution style; Conflict management; Conflict resources.*

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## 1. Introduction

One of the key issues in managing an organization is dealing with organizational differences, conflicts and differences, and managing conflict is one of the most difficult and at the same time the most important tasks of any manager because, as noted earlier, Organizations are inevitable and no one can claim to be or will not

be confronted, and since conflict can have destructive or constructive consequences, it is important to know the subject of conflict and its positive or negative effects. → Be able to provide managers and team leaders with the necessary information to make the right decisions when necessary. Conflict management is one of the most important skills of managers because, according to surveys, twenty percent of time managers spend solving conflict problems (Nikoui Moghaddam et al., 2000). It must be accepted that even in the best of the working team and the best working groups, there will be disagreement and disagreement. During the success of the work team, people can express their opinions freely, conflict leads to the development of individual creativity, and on the other hand the exchange of ideas leads to conflict, the main art of the phenomenon Conflict and its effective management can range from the threat of opportunities to the emergence of talents and potential creativity (Qureshi et al., 2015).

Conflict is a natural and unavoidable phenomenon in individual and organizational life and it arises for many reasons and in various forms, because of the frequency and importance of this phenomenon in individual, group and organizational life, the term conflict there are various meanings, interpretations and interpretations. One of the most important management issues in organizations is proper conflict management between individuals, groups and organizations. Conflict is not, of itself, problematic, but it is our inability to deal with the phenomenon that becomes problematic. Sometimes conflict as a constructive factor causes the organization to take long steps in the direction of its goals. If conflicts are constructive, they generate new and creative ideas and provide the basis for productive change and innovation in the organization and ultimately help management achieve its organizational goals (Karimi, 2006). So creativity is a variable that seems to be affected by organizational conflict.

Finally, it can be stated that the emergence of conflict in individuals and groups is natural and the result of a competitive environment and what is important is how conflict is managed properly. If the conflict is for personal purposes it is harmful and non-functional, but if it is for organizational purposes, it will be useful and functional. Conflict management is thus a way of bringing organizational conflicts to organizational goals. So, in light of the questions raised, the question of the present paper is, "What effect does an orbital solution style on conflict management have on the sources of conflict identified in an airline?"

## **2. Research Methods**

The research method in the behavioral sciences is based on the following criteria:

1) Purpose of the research; 2) Data collection method;

- 1) Purpose-Based Research Method: The present research is an applied research in terms of purpose.
- 2) Research Method in Data Collection: The present study is a descriptive-exploratory study in terms of data collection and information analysis.
- 3) Research Method by Performance: The present research is a quantitative-survey method.

### **2.1 Statistical Society**

The study population consisted of all employees with minimum bachelor's degree and at least 10 years of experience in Tehran Airlines. The population was 789 at the time of the study.

#### **Sample and sampling method**

In this study, Cochran's sample size formula was used to determine the sample size:

The probability of a first type error ( $\alpha$ ) is 0.05 which is therefore equal to 1.96. Also, since the values of the ratios are unclear and no initial estimates are available, we set the maximum  $\rho$  value of 0.25 to determine the

sample size in the above relation, in which case in the worst case, the accuracy of Comment retained. On the other hand, in the above relation  $d$ , which is the desired accuracy for generalizing the results, a predetermined number is estimated with respect to the degree of accuracy.

Thus, the sample size required for the present study is 258 persons, which is in accordance with estimates of Jersey and Morgan table.

The sampling method in this study is non-probability (simple random).

## 2.2 Research Tools

In the present study, a questionnaire tool was used to collect the research data; orbital solution variable was measured from Robbins perspective (4 questions) and conflict sources variable from five dimensions of incompatible goals, ambiguity and role conflict, authority overlap, system Uncoordinated evaluation and rewards and environmental stressors investigated by the underlying theories at the airline and evaluated after open coding, axial coding, and selective coding (19 questions). The organizational creativity variable (6 questions) was measured.

The research questionnaire consists of four parts; the first part contains demographic variables including gender, age, educational status and work experience, and the second part contains questions of Robinson's Conflict Management Orbital Solution Questionnaire (4). Section 3 contains 19-question sources of conflict with 4-question goals, 4-question ambiguity, 3-question interference, 4-question grading system, and 4-question environmental stress, and 4-question environmental stressors. The fourth section contains 6 questions on organizational creativity.

## 2.3 Method of Data Analysis

Structural equation modeling is one of the strongest multivariate analysis methods whose main application is in multivariate data analysis when multiple independent variables with multiple dependent variables are analyzed. And cannot be analyzed in two variables. The structural equation model consists of three parts: the measurement model and the structural model and the general fit of the model. The model variables are divided into two groups of hidden and explicit variables. In this study, data were analyzed using SEM structural equation modeling and the relationship between research variables was investigated.

**Table 1:** Statistical Sample Description

Relative abundance	Abundance	Work Experience	Relative abundance	Abundance	Age
0	0	5to 10 years	0	0	18-25
%22	57	11 to 15 years	0	0	25-30
%24	62	16 to 20 years	%42	108	30-35
%54	139	Over 20 years	%58	150	Over 35 years
%100	258	Total	%100	258	Total
Relative abundance	Abundance	sex	Relative abundance	Abundance	Level of Education
%82	212	men	%41	106	Bachelor
%18	46	women	%59	152	Master's degree and higher
%100	258	Total	%100	258	Total

**Table 2.** Test of normality of statistical samples (Kolmogorov-Smirnov)

ONE SAMPLE KOLMOGOROV-SMIRNOV TEST	BASE ON SOLUTION	ADVERSE GOALS	AMBIGUITY & CONFLICT ROLES	GRATUITY AUTHORITY INTERFERENCE	SYS. OF EVALUATION & GRATUITY	ENVIRONMENTAL STRESS UNCOORDINATE	INVENTION	LEADSHIP STYLE	CONFLICT SOURCE
N	258	258	258	258	258	258	258	258	258
KOLMOGOROV-SMIRNOV Z	2.588	2.037	1.897	1.739	2.178	1.414	1.612	3.410	2.093
ASYMP. SIG.	.000	.000	.002	.005	.000	.037	.011	.000	.000

**Table3.** Cronbach's alpha coefficient and composite reliability

VARIABLES	LEADSHIP STYLE	CONFLICT SOURCE				GOAL	
SUB VARIABLES	BASE ON SOLUTION	ADVERSE GOALS	AMBIGUITY & CONFLICT ROLES	AUTHORITY INTERFERENCE	SYS. OF EVALUATION & GRATUITY	ENVIRONMENTAL STRESS	INVENTION
CRONBACH 'S ALPHA	0.633	0.840	0.812	0.627	0.580	0.785	0.857
N OF ITEMS	3	4	4	3	3	4	6
STATUS	DELETED OF Q6	-	-	-	DELETED OF Q24,25	-	-
COMPOSIT RELIABILITY	0.796	0.897	0.878	0.797	0.823	0.855	0.894

**Table 4.** Avoidance of research factor loads

Factor	Questions	Variables	Factor	Questions	Variables
0.798	Q15	Uncoordinate Sys. Of Evaluation & Gratuity	0.738	Q1	Orbital Solution Strategy
0.874	Q16		0.684	Q2	
0.779	Q17		0.830	Q3	
0.882	Q18	Environmental stress	0.785	Q4	Adverse Goals
0.658	Q19		0.891	Q5	
0.759	Q20		0.748	Q6	
0.675	Q21	Invention	0.883	Q7	Ambiguity& Coflict Roles
0.678	Q22		0.857	Q8	
0.818	Q23		0.727	Q9	
0.835	Q24		0.840	Q10	Authority interference
0.784	Q25		0.780	Q11	
0.788	Q26		0.817	Q12	
			0.681	Q13	
			0.760	Q14	

### 3. Overall Model Fit

The overall fit of the model includes both the measurement and structural parts of the model and confirm its fit by checking the fit in a complete model. Only one criterion called GOF is used to check the fit of the overall model. This criterion is obtained by the following formula:

In general, it represents the average of the common values of each structure and also the average of the R SQUARES values of the model's diagonal structure. Watzels et al. (2009) reported three values of 0.1, 0.25, and 0.36 as low, medium, and strong values for GOF, respectively. Therefore, a GOF of 0.372 indicates a strong overall fit of the model.

According to the results of Spearman's correlation coefficient between the variables of the research, despite the dominant organizational culture in the airline, it can be concluded that at 99% confidence level the following results can be deduced.

#### 4. Model Quality Check

At this point we want to look at the results of shared credit. SSO represents the sum of squares of observations for each hidden variable, SSE represents the sum of squares of prediction errors for each hidden variable, the  $SSE / SSO$  shared credit index, or CV-COM, if the credit check index of positive hidden variables is positive, the size model the quality is good. As you can see, our model fits this criterion of positive values.

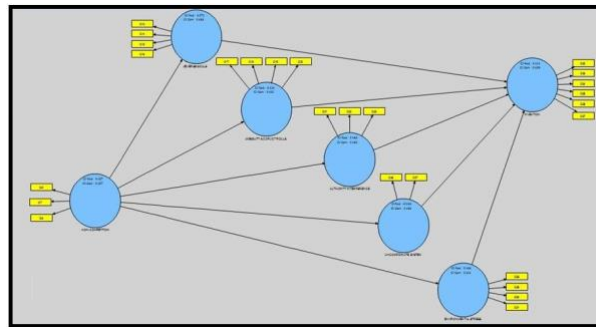


Figure 1. Model credit check subscription

#### Testing hypotheses

At this stage, the relationships between variables were investigated using the structural model in PLS method, which was inserted in two significant numbers and standard estimation of results. Initially, Bootstrapping command Smart PLS software was used to confirm the research hypotheses, which shows the output of t-value coefficients.

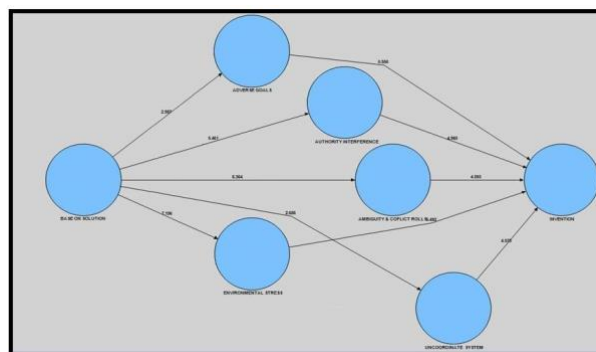


Figure 2. T-VALUE coefficients of research hypotheses

When the Z values in the game are greater than + 1.96 and less than -1.96, it indicates that the relevant parameter is significant and subsequently confirms the research hypotheses at 95% confidence level.

#### 5. Discussion

In general, it should never be overlooked that the existence and growth of any organization, and in particular the airline, depends on the creativity of its employees, so the purpose of the present study is to examine the orbital solution strategy for managing conflict resources in order to enhance organizational creativity. At Airlines as one of the leading companies in customer service, identifying the factors that influence creativity

is always important and has a significant impact on customer satisfaction, financial self-sufficiency and business prosperity. Overall, the results of this study, conducted among employees with a minimum bachelor's degree, showed that an orbital solution strategy has good predictive power for conflict resource management. As well as identified conflict sources have a significant relationship with creativity in the airline. Based on these results, senior executives and decision makers can manage conflict resources effectively by utilizing the orbital solution strategy, which can enhance creativity. Therefore, it is suggested that to increase the spirit of orbital solution among senior managers, organizational behavior training is a must and should change managers' attitude, change organizational culture, increase managers' emotional intelligence and changes in organizational structure. This in turn has led to a perceptible reduction of important and fundamental conflicts in the organization including: maladaptive goals, authority overlap, ambiguity and role conflict, environmental stress and even a subtle reduction in the system of uncoordinated evaluation and rewards; And role conflict, authority overlap, uncoordinated rating system and reward, and environmental stressors have the most inverse relationship with creativity, respectively.

It is worth noting that with increasing creativity in the organization, high organizational performance can be achieved in the areas of financial self-sufficiency, production boom and change in solution-oriented cultural attitudes.

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