

Organizational Culture Impact On Reduction the Causes of Organizational Conflict (An Applied study on Jordan Hospital)

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ABSTRACT

The study aimed to determine the organizational culture impact on reduction the causes of organizational conflict in Jordan Hospital. The required data was collected via developing a questionnaire that was designed particularly for that purpose based in previous studies, then was distributed on a sample of 86 people of the hospital's personnel. To test the study hypotheses, the linear regression analysis was employed. The study took into consideration four dimensions of organizational culture, as follows: innovation, personnel and appreciation, trust, and teamwork. As for organizational conflict, the study has determined three causes for it, as follows: resource limitations, unclear responsibilities, goals conflict. The results of the study showed that there is an organizational culture dominating the Hospital of Jordan and that it has great impact on reduction of conflict causes. The results also showed that there is an impact with statistical significance at level ($\alpha < 0.05$) on the relation between the organizational culture dimensions (innovation, personnel respect and appreciation, trust and teamwork) and conflict reduction in the Hospital of Jordan as a result of resource limitations. The results showed that there is an impact with statistical significance at level ($\alpha < 0.05$) on the relation between the organizational culture dimensions (innovation, personnel respect and appreciation, trust and teamwork) and conflict reduction in the Hospital of Jordan as a result of unclear responsibilities. Finally, the study results have shown that there is an impact with statistical significance at level ($\alpha < 0.05$) on the relation between the organizational culture dimensions (innovation, personnel respect and appreciation, trust and teamwork) and conflict reduction in the Hospital of Jordan as a result of goals conflict. In the light of the results, the recommendations are: a) Paying attention to the dominating organizational culture and developing it, b) Improving the work environment, c) Allowing for personnel partnership in developing the hospital's strategies, d) Encouraging creativity and competition among the personnel, e) Managing the organizational conflict in accordance with the hospital's and the personnel goals.

Keywords: culture, organizational culture, organizational conflict, Jordan Hospital

INTRODUCTION

The study of organizational culture of an organization is very important in general; its concept is considered one of the most eminent modern fields of study in change and development management. Generally, the organizational culture provides the framework of illustrating the characterizing work manner of the organization. The personnel's performance can be affected in a way or another by several factors inside and outside the organization, therefore the culture plays a big role in making impact the organization's personnel behavior, in accordance with the nature and strength of the organizational culture that the organization process. Hence, the necessity for taking care for organizational culture in the Hospital of

Jordan comes, in a way that would help understanding the culture phenomenon in the Jordanian hospitals, consequently recognizing the managerial methods techniques that contribute to conflict management therein. Based on that, this study focuses on the impact of the organizational culture on reduction of the causes of the organizational conflict (an applied study on Jordan Hospital).

GOALS OF STUDY

1. Recognizing the organizational culture in Jordan Hospital.
2. Recognizing the causes of the organizational conflict in Jordan Hospital.
3. Recognizing the impact of the organizational culture dimensions on reduction of the causes of organizational conflict.

STATEMENT OF PROBLEM

The organizational conflict is a natural phenomenon, available almost in all the organization m wither those small or large, private or public. Eradicating its conflict is not the ultimate goal but rather managing it and making use of it in developing competition level among the workers. Success in handling organizational conflict is necessarily in need for a firm organizational culture, particularly when dealing with individuals distinguished with high cultural backgrounds, cognitive levels, and intellectual orientations. Hence, the study problem emerged in an endeavor to recognize the impact of the organizational culture on reduction of the causes of organizational conflict in the Hospital of Jordan.

HYPOTHESES

The study is based on four principal hypotheses, as following:

1. There is no impact with statistically significance of level $\alpha < 0.05$ between the organizational dimensions (innovation, personnel respect and appreciation trust, and teamwork) and reduction of conflict in Jordan Hospital as a result of resource limitation.
2. There is no impact with statistically significance of level $\alpha < 0.05$ between the organizational dimensions (innovation, personnel respect and appreciation trust, and teamwork) and reduction of conflict in the Jordan Hospital as a result of unclear responsibilities.
3. There is no impact with statistically significance of level $\alpha < 0.05$ between the organizational dimensions (innovation, personnel respect and appreciation trust, and teamwork) and reduction of conflict in the Jordan Hospital as a result of goals conflict.

PROCEDURES

Methodology

The descriptive analytical methodology was employed in the study, because it is the methodology that enables us to study the reality and the phenomena as is, and describes them precisely. Such capabilities in the methodology can help to understand the relations that govern phenomena, also enable us to reach conclusions and generalizations that would help in developing the studied reality, which is what the study tried to achieve. In order to achieve

that, five dimensions for organizational culture were determined, and will be the focus of the field study.

Sources of Study

The researcher sought help from a number of scientific sources in his data gathering, and those sources are as follows:

Primary Sources

The study aimed to recognize the impact of organizational culture on the reduction of the organizational conflict causes (applied study in the Hospital of Jordan), which required using an appropriate scientific tool. In order to achieve the predefined goals; a questionnaire was conducted to obtain answers to its questions based on the sample individuals of the Hospital of Jordan viewpoints, via questionnaire lists appropriate for the questioned categories, the conducting the statistical analysis for the data in order to test the hypotheses and eliciting results. The questionnaire was formed from two parts: the first one, which contained data relevant to the sample characteristics (age, scientific qualification, managerial position, and experience years). The second part was formed from a group of closed sentences, where the respondent can choose the answer out of multiple scaled choices (scaled according to Likert scale)

Secondary Sources

The researcher sought assistance from a number of Arabic references, previous researches and scientific studies, internet sites, and the periodicals that are concerned in the subject, with the aim of studying the impact of the organizational culture on the reduction of the organizational conflict causes.

Population and Sampling

The study population was constituted from all the workers of all the administrations and divisions of the Hospital of Jordan, and from all the administrative higher and medium and executive levels, with total number of 312 employees as a total number.

The researcher adopted the simple random sample technique in the sampling process. The random sample is considered a primary condition for utilizing the statistical tools and the morality tests. It is described as simple since it is easy to conduct. The researcher determined 95 employees to conduct the study on them, and 86 of them responded to the study, representing 27 % of the study population.

LITERATURE

Organization Conflict

Conflict cannot be avoided since it is an inevitable aspect of work teams (Thakore, 2013). It is "certainly one of the major organizational phenomena. When two or more social entities (i.e., individuals, groups, organizations, and nations) come in contact with one another in attaining their objectives, their relationships may become incompatible or inconsistent. Relationships among such entities may become inconsistent when two or more of them desire a similar resource that is in short supply (Rahim, 2001). Conflict on teams is inevitable; however, the results of conflict are not predetermined (Thakore, 2013). In recent years, there have been renewed interest and significant changes in the study of conflict in social and organizational contexts. Most of the contributions to the theory of social conflict came from philosophy and sociology (Rahim, 2001). Literature finds that conflict perspective was introduced by Coser

(1956) (Mukhtar et al, 2011) .Conflict definition has a wide spectrum of different meanings. According to Rahim (2001), "Much of the confusion has been created by scholars in different disciplines who are interested in studying conflict". Conflict may be defined as a struggle or contest between people with opposing needs, ideas, beliefs, values, or goals (Thakore, 2013). While Thompson views conflict as " the perception of differences of interests among people" (Thompson, 1998, p. 4), Rahim (2001) identifies that contemporary view on conflict is that it has two underlying dimensions, one dysfunctional and the other functional or constructive conflict. As far organizational conflict as concerned, Thakore (2013) defines organizational conflict: as the behavior intended to obstruct the achievement of some other person's goals. Robbins (2005) has defined conflict as —a process that begins where one party perceives that another party has negatively affected, or is about to negatively affects something that the first party cares about. Kezsbom (1992) in an elaborated study concluded that conflict sources are goal and priority definition, personality, communication, politics, administrative procedures, resource allocations, scheduling, leadership, ambiguous roles/structure, costs, reward structure, technical opinions, and unresolved prior conflicts. Capozzoli (1995) managed to cover the span of the causes of conflict, and found them as follows:

- i. Team members bring culturally diverse values to their work teams.
- ii. Team members have different attitudes that result in different goals for team members.
- iii. Team members have different needs that are not met, which result in frustration that exacerbates conflict.
- iv. Various expectations of the team members are not met and result in conflict.
- v. Team members have different perceptions that result in differing interpretations of the same information.
- vi. Limited resources often result in an increase in conflict.
- vii. Team members have different personalities that clash with each other.

Thakore, (2013) presented chronological description of the "Transition in views of Conflict" based on a literature review. He mentioned four historical views of conflict:" There has been a transition in the way conflict has been viewed over time.

- a. Traditional School View of Conflict
- b. Human Relation school view of Conflict
- c. The Inter actionist school view of Conflict
- d. Integrationist school view of Conflict

The same researcher also presented the "Forms of Conflict in Organizations: Conflict can take on any several different forms in an organization, including interpersonal, intrapersonal, intergroup, intergroup and inter organizational conflicts" (Thakore, 2013). He also found that "conflict management involves acquiring skills related to conflict resolution, self-awareness about conflict modes, conflict communication skills, and establishing a structure for management of conflict in organizational environment (Thakore, 2013). Baron (1990) noticed, "Organizational conflict is an important topic for both managers and for scientists interested in understanding the nature of organizational behavior and organizational processes". Rahim (2001) identifies that contemporary view on conflict is that it has two underlying dimensions, one dysfunctional and the other functional or constructive conflict.

Conflict is often experienced as something that happens to people and that conflict escalation is built into the situation (Tjosvold, 2006). Lewis, French and Steane (1997), stated that conflict within an organization is inevitable. This is a consequence of boundaries arising within any organizational structure, creating separate groups that need to compete for scarce resources (Lewis et al, 1997).

Organizational Culture

Apte (1994: 2001), expressing the dilemma of defining culture, said: 'Despite a century of efforts to define culture adequately, there was in the early 1990s no agreement among anthropologists regarding its nature'. Baron and Walters (1994) arrived at a working definition of culture: commonly held and relatively stable beliefs, attitudes and values that exist within an organization". Culture is an unconscious and largely invisible entity, which by definition is almost impossible to measure, study or change (Schien et al, 1993). 'Culture is a pattern of basic assumptions- invented, discovered, or developed by a group as it learns to cope with its problems of external adaptation and internal integration - that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems'(Schien, 1992). (Hofstede, 1991) Hofstede (1991) believed that culture is reflected in the meanings people attach to various aspects of life, therefore defined culture as the collective programming of the mind, which distinguishes the members of one human group from another. While culture has broad research and various approaches to define in most of the humanitarian science fields, organizational culture also gained much interest in management research. Trefry (2006) narrated that organizational culture has been one of the most influential concepts and biggest management buzzwords of the last several decades. Delobbe et al affirm that " There is considerable overall agreement as to the general definition of organizational culture and most questionnaires define culture as: "a set of cognitions shared by members of a social unit" (O'Reilly, Chatman, & Caldwell, 1991, p.491), or more fully: "a system of shared values and beliefs that produces norms of behavior and establish an organizational way of life" (Koberg & Chusmir, 1987, p.397)". Sackman (1991) suggests that the subjectivity of various writers may have a bearing on this lack of consensus: "Conceptions of culture in the organizational and management literature draw quite selectively from various anthropological and sociological sources. This selection tends to be based on the author's particular interest and approach." The concept of organizational culture also referred to as corporate culture influences all kinds of management strategies (Baron and Walter, 1994). Organizational culture – a popular but also a very complex concept – has been identified as an influential factor affecting the successes and failures of organizational change efforts. Many empirical organizational culture studies have been carried out in information systems (IS) research. However, culture is a very versatile concept, and there are many controversies in both defining and applying it (Iivari, 2005). (Khan et al , 2012) defined Organizational culture as the pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviors of its members". Managing a team can be difficult and stressful as team members have different characteristics, abilities and personalities. Cleland (1994) advanced to more-elaborate definition: "An organizational culture is the environment of beliefs, customs, knowledge, practices, and conventionalized behavior of a particular social group. Every organization, every corporation has its distinct character. People make organizations work, and the culture of the corporation ties the people together, giving them meaning and a set of principles and standards to live and work by". According to Adekola & Sergi," Culture is everything that people have, think, and do as members of their society. The

three verbs in this definition (have, think, and do) can help to identify the three major structural components of culture "(Adekola & Sergi 2007). One the most comprehensive and interesting definition of culture is Charles Hampden-Turner definition in his book, *Creating Corporate Culture: From Discord to Harmony* (1992): Culture comes from within people and is put together by them to reward the capacities that they have in common. Culture gives continuity and identity to the group. It balances contrasting contributions and operates as a self-steering system that learns from feedbacks. It works as a pattern of information and can greatly facilitate the exchange of understanding. The values within a culture are more or less harmonious (Hampden-Turner, 1992). Ferraro divides Culture into the followings elements: (1) possessions or material objects, (2) ideas, values, and attitudes, and (3) normative or expected patterns of behavior, such as consumption (Ferraro, 1994). Organizational culture can be considered as the basis for administration, as each organization has its own set of rules, values and behaviors that must be perpetuated by employees. Cultures provide the type of organization that will enter the market, its role and image. Their study allows the identification of factors that influence the decisions and policies within and outside the organization, establishing links with its customers from the language developed by managers (Lopes et al, 2010). Organizational culture has been conceived either as a variable or as a root metaphor for conceptualizing organization. The studies can be divided into two areas; organizations have been regarded as cultures ('is' approach) or having a culture ('has' approach). In the latter culture is a feature belonging to an organization (Iivari, 2005). Culture is subject to development and change over a period of time because of the learning going on within the organization. This change is normally incremental and evolutionary and is affected by both external and internal environmental factors. The importance is in understanding the assumptions that leaders, managers, and employees have brought with them and determining how these assumptions have had an impact on the development of the present culture. It is also important to determine the actual experience from people within the organization in their adapting to the internal and external environments (Harlow et al, 1994). Organizational development depends on analysis and identification of the factors that conclude the effectiveness of the organization (Shahzad et al). The evolution of the organization to how it exists now may give insight to the culture. Conflicts between leaders, union, and management as well as changes in organizational philosophy will all have an effect on the people within the organization. The researcher must determine how the organization is designed and structured for its decision-making and communications flow. It is also important to determine how the organization responds to crises and other critical events and what has been learned from these experiences (Harlow et al, 1994). Organizational culture (OC) can be construed to cover almost everything in an organization: basic assumptions and beliefs, values, models of behavior, rituals, practices, symbols, heroes, artifacts, and technology (Gagliardi 1986; Hofstede et al. 1990; Schein 1985). Organizational leaders need to determine what type of culture will reflect the organizational vision and values identify the appropriate behavior to shape such a culture and then develop strategies to instill these behaviors across the entire organization (khan et al 2012). There is a relationship between national culture and organizational culture. National culture represents the highest level of cultural differentiation between the nations, organizations or groups. Individuals of a national culture have many things in common, such as language, religion, education, beliefs and attitudes, ways of thinking and reacting (Holstius, 1995). The culture of organizations embodied in the behavior and values of its members and cultural factors inherently set them apart from others (Applegate 1994).

HYPOTHESES TESTING

First Hypothesis

There is no impact with statistically significance of level $\alpha < 0.05$ between the organizational culture dimensions (innovation, personnel respect and appreciation, trust, and teamwork) and reduction of conflict in Jordan Hospital as a result of resource limitation.

Table 1. Impact of the organizational culture dimensions (innovation, personnel respect and appreciation trust, and teamwork) on the reduction of conflict as a result of resources limitation

<i>Org. Culture Dimensions Incorporated in the Regression Model</i>	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>T</i>	<i>Sig</i>
Innovation	0.567	0.091	0.849	7.543*	0.000
Personnel Respect and Appreciation	0.281	0.072	0.547	7.582*	0.000
Trust	0.323	0.186	0.719	3.624*	0.001
Teamwork	0.463	0.092	0.989	8.051*	0.004

*Has statistical significance at level ($\alpha < 0.05$). T value at sig level ($\alpha < 0.05$) = 1.658

The statistical analysis results that are shown in table 1, along with follow up of beta coefficients and T test, show that the secondary variables of the organizational culture have an impact on the reduction of the organizational conflict causes as a result of resources limitation. It is also indicated by the calculated T value, which is larger than its tabled value of (1.658) at significance level ($\alpha < 0.05$). These results affirm rejecting the null hypothesis and accepting the alternative hypothesis, which states that “There is an impact with statistically significance of level ($\alpha < 0.05$) between the organizational culture dimensions (innovation, personnel respect and appreciation, trust, and teamwork) and reduction of conflict in Jordan Hospital as a result of resource limitation”.

Second Hypothesis

There is no impact with statistically significance of level $\alpha < 0.05$ between the organizational culture dimensions (innovation, personnel respect and appreciation trust, and teamwork) and reduction of conflict in the Jordan Hospital as a result of unclear responsibilities.

Table 2. Impact of the organizational culture dimensions (innovation, personnel respect and appreciation, trust, and teamwork) on the reduction of conflict as a result of unclear responsibilities

<i>Org. Culture Dimensions Incorporated in the Regression Model</i>	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>
Innovation	0.331	0.098	0.912	7.501*	0.000
Personnel Respect and Appreciation	0.165	0.083	0.546	7.333*	0.000
Trust	0.485	0.196	0.699	8.601*	0.000
Teamwork	0.171	0.089	0.941	8.022*	0.000

*Has statistical significance at level ($\alpha < 0.05$). T value at sig level ($\alpha < 0.05$) = 1.658.

The statistical analysis results which are shown in table 2, along with follow up of the beta coefficients and T test; all show that the secondary variables of the organizational culture have an impact on the reduction of the organizational conflict causes as a result of resources

limitation. It is also indicated by the calculated T value, which is larger than its tabled value of (1.658) at significance level ($\alpha < 0.05$). These results affirm rejecting the null hypothesis and accepting the alternative hypothesis, which states that “There is an with statistically significance of level $\alpha < 0.05$ between the organizational dimensions (innovation, personnel respect and appreciation trust, and teamwork) and reduction of conflict in the Jordan Hospital as a result of unclear responsibilities”.

Third Hypothesis

There is no impact with statistically significance of level $\alpha < 0.05$ between the organizational culture dimensions (innovation, personnel respect and appreciation trust, and teamwork) and reduction of conflict in the Jordan Hospital as a result of goals conflict.

Table 3: Impact of the organizational culture dimensions (innovation, personnel respect and appreciation, trust, and teamwork) on the reduction of conflict as a result of goals conflict.

<i>Org. Culture Dimensions Incorporated in the Regression Model</i>	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>
Innovation	0.298	0.096	0.999	4.522*	0.000
Personnel Respect and Appreciation	0.174	0.111	0.602	5.366*	0.000
Trust	0.375	0.202	0.742	3.600*	0.000
Teamwork	0.245	0.065	0.961	4.075*	0.000

*Has statistical significance at level ($\alpha < 0.05$). T value at sig level ($\alpha < 0.05$) = 1.658.

The statistical analysis results that are shown in table 3, along with follow up of the beta coefficients and T test, show that the secondary variables of the organizational culture have an impact on the reduction of the organizational conflict causes as a result of resources limitation. It is also indicated by the calculated T value, which is larger than its tabled value of (1.658) at significance level ($\alpha < 0.05$). These results affirm rejecting the null hypothesis and accepting the alternative hypothesis, which states that “There is an impact with statistically significance of level $\alpha < 0.05$ between the organizational dimensions (innovation, personnel respect and appreciation trust, and teamwork) and reduction of conflict in the Jordan Hospital as a result of goals conflict”.

RESULTS

1. The study results have shown that there is a dominating organizational culture in the Hospital of Jordan, and that it has a great contribute to conflict causes reduction.
2. have also showed that there is an impact with statistical significance at level ($\alpha < 0.05$) on the relation between organizational culture dimensions (innovation, personnel respect and appreciation, trust, teamwork) and the reduction of conflict in the Hospital of Jordan as a result of resources limitation.
3. have shown that there is an impact with statistical significance at level ($\alpha < 0.05$) on the relation between organizational culture dimensions (innovation, personnel respect and appreciation, trust, teamwork) and the reduction of conflict in the Hospital of Jordan as a result of unclear responsibilities,
4. and shown that there is an impact with statistical significance at level ($\alpha < 0.05$) on the relation between organizational culture dimensions (innovation, personnel

respect and appreciation, trust, teamwork) and the reduction of conflict in the Hospital of Jordan as a result of conflict of goals.

RECOMMENDATIONS

It is necessary to take care of the dominating organizational culture and developing it, improve the work environment, encourage innovation and competition among the personnel, and manage the organizational conflict in accordance with the hospital's and personnel's goals

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