



# The role of reciprocal leadership in reducing organizational conflict A field study at Top gloves latex industries in Ain Temouchent-ALGERIA

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| ARTICLE INFO   | ABSTRACT   |
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| <b>Received:</b> 01-05-2024<br><b>Accepted:</b> 01-10-2024<br><b>Published:</b> 01-12-2024 | <p>This study aimed to identify the role of reciprocal leadership with its dimensions (conditional reward, active exception management, passive exception management), in reducing organisational conflict with its methods (avoidance, compromise, cooperation, cooperation, concession, competition) in the company Top gloves latex industries in Ain Tamouchant, and in order to reach the goal, the descriptive and analytical methods were used, and the questionnaire as a tool to collect information, so that the number of members of the studied sample reached 250 individuals distributed among the employees .</p> <p>The data contained in the questionnaire was analysed by statistical software (SPSS v26), and a number of results were reached, the most important of which are the existence of a strong correlation between the two variables of the study, and there is an impact of reciprocal leadership on strategies to reduce organisational conflict in the institution under study, and the study recommended that Algerian institutions should focus on promoting the concepts of reciprocal leadership through training and development programs aimed at improving the interaction between leaders and subordinates, in order to achieve common goals.Improving conflict management strategies.</p> <p><b>Keywords:</b> Reciprocal leadership, organizational conflict, strategies, conditional reward, management by exception.</p> |

## 1.Introduction:

Leadership in general, and transactional leadership in particular, plays many important roles in an organization, whether at the individual, group, or organizational level. It is responsible for creating a shared mission and vision among organizational members, developing plans to achieve it, and increasing the organization's ability to adapt to the external environment in which it operates. Transformational leadership is also the engine that activates cooperative relationships among organizational members, making them emotionally and mentally engaged and absorbed in their work, aware of their roles, and ready to invest their efforts for the benefit of the organization in which they work. The transactional leader in an organization works to create a new and clear vision. Within this framework, the importance of... Transactional leadership is a requirement of administrative work, allowing for the replacement of the fear and caution that characterize management's interactions with various stakeholders with a state of understanding and acknowledgment of needs and dealing with them positively. This is done to achieve the organization's goals and those of its employees with efficiency and effectiveness. Conflict is an inevitable aspect of contemporary life, and administrators must be prepared, qualified, and capable of understanding the conflict dynamics. They must also employ strategies in performing their duties that contribute to mitigating the emergence of conflict and disagreement within the organization, such as relying on clear laws and instructions, separating individuals when necessary, reducing friction between groups, seeking common goals, fostering a spirit of dialogue and taking the initiative to raise problems, working as a team, sometimes involving a third party in conflict resolution, focusing on the overall interest of the organization, and using training to develop performance skills and interpersonal relationships.

### 1.1. Main Problem:

Through our study, we will link the concept of transactional leadership to an analysis of its impact on organizational conflict reduction strategies. We expect the results of this study to be significant in understanding how to improve management processes in light of emerging challenges and develop the organizational environment effectively and efficiently. To further understand the topic and remove any ambiguity, we pose the following main problem:

To what extent does transactional leadership impact organizational conflict reduction strategies at the Top Gloves Latex Industries glove company in Ain Temouchent?

-Sub-questions:

To answer the main problem with some precision and objectivity, we utilized the following sub-questions:

- What is the level of transactional leadership practice at the Ain Temouchent glove company?
- What is the level of implementation of organizational conflict reduction strategies at the Ain Temouchent glove company?
- Is there a correlation between the dimensions of transactional leadership and organizational conflict reduction strategies at the Ain Temouchent glove factory?
- Does transactional leadership, with its dimensions (contingent reward, active management by exception, and passive management by exception), affect organizational conflict reduction strategies at the Ain Temouchent Glove Company?

### 1.2 Study Hypotheses:

To answer the various questions related to the research topic, we rely on the following hypotheses:

- Hypothesis 1: There is a high level of transactional leadership practice at the Ain Temouchent Glove Company;
- Hypothesis 2: Organizational conflict is reduced and controlled at the Ain Temouchent Glove Company using several strategies;
- Hypothesis 3: There is a direct correlation between the dimensions of transactional leadership and organizational conflict reduction strategies at the Ain Temouchent Glove Company;
- Hypothesis 4: There is an impact of transactional leadership, with its dimensions (contingent reward, active management by exception, and passive management by exception), on the use of organizational conflict reduction strategies at the Ain Temouchent Glove Company.

### 1.3 Study Methodology and Tools Used:

To answer the questions posed and test the validity of the hypotheses, we relied on the descriptive approach in the first chapter to study the topic. In the second chapter, we relied on the analytical approach by using a case study and a questionnaire as a study tool, which was statistically processed using SPSS version 26.

### 1.4 Previous Studies:

**1. Ben Azouz Kawar and Mohamed Farji (2020) study entitled "The Impact of Practicing Transactional Leadership on Increasing Employee Job Satisfaction: A Field Study of Opinions from a Sample at the Electricity and Gas Directorate of Djelfa," an article published in the Journal of Business Administration and Economic Studies, Volume (6), Issue (1).**

This study aimed realistically to introduce the theory of transactional leadership and to identify the level of practice and application of administrative leaders in the Electricity and Gas Directorate in Djelfa for transactional leadership and its relationship to the level of achieving job satisfaction administrative leadership within the directorate. The study relied on the descriptive analytical approach using the opinion sampling method, a random sample of (60) individuals distributed among employees. Data was collected using a questionnaire as a tool, and its validity and reliability were confirmed. Job satisfaction. The study reached a set of results, the most important of which are: The level of availability of the dimensions of transactional leadership in the Electricity and Gas Directorate in Djelfa was average. The most common practice of transactional leadership from the employees' point of view was in the practice associated with the dimension of conditional reward. The results also showed that there is an average level of job satisfaction in the Electricity and Gas Directorate in Djelfa, and that the application of transactional leadership leads to enhancing job satisfaction despite the presence of a correlation and influence with low statistical significance.

**2. Ahmed Mansoura and Abdullah Qwaider Al-Wahid's study (2020) entitled "The Role of Transactional Leadership in Enhancing Organizational Effectiveness in Public Institutions - A Case Study of Sonelgaz, Chlef Unit", published in the Journal of Strategy and Development, Volume 10, Issue 5.** This study aimed to highlight the role of transactional leadership in enhancing organizational effectiveness in public institutions, applying it to Sonelgaz, Chlef Unit. A questionnaire was used as the study tool and distributed to a random sample of 121 employees. The study concluded that the level of transactional leadership practice was average, and the level of organizational effectiveness was average. Furthermore, there was a strong correlation of (0.680) between transactional leadership and organizational effectiveness.

**3. Falah Al Balushi et al.'s study (2022) entitled "The Role of Strategic Leadership in Managing Organizational Conflict: An Applied Study in Post-Basic Education Schools in the Sultanate of Oman." This article was published in the Journal of Advanced Studies in the Social Sciences, Volume 5, Issue 22.**

This quantitative study aimed to understand the role of strategic leadership in managing organizational conflict in post-basic education schools in the North Al Batinah Governorate of the Sultanate of Oman. The study adopted the descriptive analytical approach. The study population consisted of all teachers, numbering (1631). The researcher selected a random sample of (311) teachers. A questionnaire consisting of (24) statements was designed. The study reached the following results: There is a tendency to agree that school administration adopts the concept of strategic leadership. The results of the statistical analysis indicate that the sample of respondents strongly rejected the existence of organizational conflict and the existence of fundamental differences with statistical significance between the independent variables included in the strategic leadership hypothesis. The study recommended that school administration possess the will and ability to take the initiative and make sound decisions in light of the desired goals. The school administration should ensure that communication channels are established with teachers to discuss their problems, and that the school administration should provide periodic training to address teachers' problems.

**4. A study by Assia Bouras and Ali Al-Faqir (2022) entitled "Organizational Conflict Management Methods among Department Employees." Al-Ibrahimi Journal of Social and Human Sciences, Issue: 11.**

The study aimed to identify the most commonly used organizational conflict management method among department employees and to determine whether organizational conflict management methods differ based on employees' gender, age, and years of seniority. The descriptive approach was used, and the study was applied to a sample of 50 department employees, relying on a comprehensive survey of the study population. Data was collected using a questionnaire consisting of 26 items distributed across three axes. The validity and reliability of the questionnaire were verified using several methods. The study reached the following results: The most commonly used organizational conflict management method is the cooperative method. The cooperative method ranked first in terms of the ranking of conflict management methods. Organizational conflict management methods do not differ based on employees' gender or years of seniority.

**5. A study by WagudeJanet (2016) entitled "Transformational leadership conflict resolution and implementation of constituency development fund construction projects in public secondary schools." Transformational Leadership, Conflict Management and Decision Implementation in Secondary Schools in Kisumu County, PhD Thesis, University of Nairobi, Kenya.**

The study aimed to identify the impact of transformational leadership dimensions on conflict resolution and construction project implementation. The descriptive-analytical approach, questionnaires, and interviews were used as tools to collect data and identify impacts. At the end of the study, the researcher concluded that the more managers employ motivational words, the more effective project implementation becomes, and the more they operate within the specified time and cost. The study concluded that there is a strong relationship between inspirational motivation, project implementation, and conflict resolution, and that ideal influence was the best approach for managers in resolving conflicts and implementing construction projects. The researcher recommended that managers adhere to the transformational leadership style in resolving conflicts and implementing projects.

**6. Adilo Joy Neka's study, "Conflict Management and Organizational Performance: A Study of Selected Breweries in the Southeast Nigeria," International Journal of Management and Entrepreneurship, Vol. 1, No. 1, 2019.**

**Conflict Management and Organizational Performance: A Study of Selected Breweries in Southeast Nigeria".**

The study aimed to determine the relationship between conflict management strategies—negotiation, joint consultation, collective bargaining, and alternative dispute resolution—and organizational performance in selected breweries in southeastern Nigeria. A questionnaire was used to collect data, and the collected data was analyzed using the Statistical Package for Social Sciences (SPSS). A sample of five breweries was selected. The following results were obtained: All conflict management strategies have a significant positive relationship with organizational performance in selected breweries in southeastern Nigeria. The study recommends that managers adopt conflict management strategies because they are effective in managing conflict within organizations.

**7. Lan et al.'s study, "Influences of Transformational Leadership, Transactional Leadership, and Patriarchal Leadership on Job Satisfaction of Cram School Faculty Members**

The study aimed to reveal the extent of the influence of transformational leadership, transactional leadership, and paternalistic leadership on the job satisfaction of teachers in Cram schools in Taiwan. A descriptive approach was used to achieve the study's objectives. The study population included all teachers in Cram schools in Taiwan, totaling 7,100 teachers. The study sample consisted of 390 male and female teachers randomly selected from this population. The study relied on a questionnaire consisting of 52 items as a data collection tool. The study reached a set of results, including a positive effect of the transactional

leadership style on external job satisfaction; that the transformational leadership style has a negative effect on internal job satisfaction; The paternalistic leadership style has a negative impact on internal job satisfaction.

## **2.Theoretical Framework of the Study:**

### **2.1 The Concept and Importance of Transactional Leadership**

#### **First: The Concept of Transactional Leadership**

Transactional leadership is based on building a relationship of mutual agreement between the leader and followers. In exchange for followers' compliance with the leader and acceptance of his authority, followers receive praise, rewards, and resources if they successfully perform their tasks, or receive disciplinary action if they do not perform their responsibilities adequately. (Bass, 1985, p. 27)

Kuhnert and Lewis (1987) defined transactional leadership as the initiatives undertaken by the leader with employees with the aim of exchanging something of value for both parties. It is a relationship based on the idea of a chain of mutual benefits and promises between the leader and employees on the one hand, and between the employees themselves on the other, in terms of jobs and services to achieve organizational goals. (Al-Rifai, (2013, p. 27)

According to Avolio & Yammarino, transactional leadership is "a leadership behavior in which the manager focuses on clarifying the goals of the work to be performed by the subordinate, how this work will be performed, and the rewards that will be received upon successful achievement of these goals, or the penalties that will be incurred if the required performance is neglected or impaired. In other words, it is a relationship based primarily on the existence of a series of valuable mutual benefits between the two parties in the relationship—the leader and the individuals." (Al-Ali, 2010, p. 524)

Transactional leadership is defined as the exchange process between the leader and the subordinates, through an agreement between the leaders and the subordinates, either explicitly or implicitly, whereby behavior leading to good performance will be rewarded, such as a promotion, while behavior leading to poor performance will be punished, such as disciplinary transfer or dismissal. (Nasser, 2021, p. 66)

From the previous definitions, we conclude that Reciprocal leadership is a series of shared benefits and interests between the leader and his subordinates on the one hand, and between the subordinates themselves on the other hand, in terms of functions and tasks to achieve the desired goals, based on the principle of law and specific regulations agreed upon by all.

#### **Second: The Importance of Transactional Leadership**

The importance of transactional leadership lies in its ability to encourage outstanding employees within their organizations, improve their work, enhance their organization, and motivate others to excel. This leadership contributes to the emergence of creative ideas, improves job satisfaction, and meets employee needs, which translates into increased work motivation, maintaining organizational stability, and motivating managers to enhance their skills and professional development of employees. The importance of this leadership lies in its role in achieving organizational goals, motivating employees, establishing highly efficient control standards to achieve set objectives, raising employee self-esteem, and ensuring results that align with the general and specific objectives of the organization they work for. It also provides motivation based on the organization's benefits, designing quality assurance procedures, and assisting employees in meeting their needs and requirements to achieve good performance. (Al-Sulaymat, 2020, pp. 17-18)

### **2.2 Characteristics and Elements of Transactional Leadership:**

The transactional leader is characterized by the following: (Riyadh, 2020, p. 34)

- It is based on the exchange process between the leader and subordinates;
- Exchange is based on clarifying what is required of subordinates and empathizing with them;
- The transactional leader supports subordinates conditionally;
- This leader follows a management by exception approach;
- Focuses on quality and improving job satisfaction;
- The transactional leader is characterized by democracy;
- The presence of a conditional aspect in the reciprocal relationship between the leader and the organization's employees;
- Defining employee goals in accordance with the regulations and procedures adopted by the organization in its operations;
- -The leader intervenes in the work of subordinates in cases of failure or work-related problems.

### **2.3 Dimensions of Transactional Leadership:**

Management experts believe that transactional leadership is built on the basis of an economic exchange relationship between the leader and subordinate; This means that managers encourage giving and rewarding

for work and production, and punishing for inaction and low production. Therefore, the effectiveness of employees lies in their ability to fulfill managers' aspirations and expectations, meet their needs, and thus control their behavior and performance, while simultaneously achieving the organization's goals and objectives. This requires the manager to be a good communicator, distinguished by his ability to communicate an effective and strong vision for the future, control discussion and dialogue, and persuade his subordinates. Therefore, the dimensions of transactional leadership are as follows:

**First: Contingent Reward:**

This refers to the exchange of rewards between leaders and subordinates. Effort is determined by rewarding subordinates for good performance, or imposing penalties for poor performance. It is noted that leadership by conditional rewards can enhance team engagement within an organization, thus achieving greater creative and innovative team performance. This is because conditional rewards (contingent) rewards reward effort and good performance. They also motivate the team to be consistent and transparent in their treatment by the manager (Ghosh, 2021)

**Second: Management by exception:**

In this type of management, leaders are categorized by exception in their monitoring of subordinates during the performance of assigned tasks after defining organizational constants and values (Sulaiman, 2022, pp. 28-29). The success of management by exception depends on the degree of delegation of authority and employee empowerment, the development and strengthening of a culture of self-control, and the instilling of trust among managers in their subordinates at all administrative levels. This requires the experience and knowledge of managers to enable them to choose what they can delegate. Their subordinates. The extent to which assistants have the necessary skills and abilities to carry out the tasks assigned to them, the presence of a good information system for oversight, the development of sound plans, the identification of exceptions, and the work at a high pace to address exceptional cases and control emerging problems (Al-Shaar, 2021, p. 43). Management by exception is implemented through one of two forms:

**1-Active Management by Exception (MBEA):** This requires the manager to act as an observer and examiner with the aim of predicting potential problems and attempting to detect errors to make decisions and take corrective actions as they occur. This is the process of taking corrective action to address problems before they occur, or during their occurrence through monitoring, examination, and prediction. Managers practice active management by exception by focusing their attention on violations, errors, and deviations that fall outside of standards, and by adopting a method of closely monitoring errors and tracking their source before they affect performance. This means that managers take corrective action when professional failures appear and the workflow deviates from established standards. (Watkins, 2008) p. 24)

**2-Inactive (Passive) Management by Exception (MBEP):** In this type of management, leaders do not intervene, avoiding addressing any conflict or making any decisions until the results are revealed and it is discovered that they do not conform to the procedures or standards for completing tasks. Appropriate measures are then applied to subordinates, such as warnings or transfers, etc. This is the opposite of the first, positive pattern. The manager does not interfere in the course of events, follows procedures only when necessary, and only intervenes when problems escalate and become chronic. In this way, they wait for mistakes to occur without taking preventative or precautionary measures. Inactive (Passive) managers wait for problems and deviations to grow before taking corrective action. They only intervene when problems become critical. Therefore, the manager's approach here is reactive, and they only intervene when problems appear critical and chronic. (Al-Sha'ar, 2021, p. 43)

## 2.4 The Concept of Organizational Conflict

Definitions of organizational conflict have varied from one researcher to another. Some of these definitions are as follows:

Organizational conflict is defined as an extreme state of competition between individuals, groups, or individuals within organizations. It results in disagreement over perspectives, goals, or values, or a lack of harmony in activities and practices, thus creating a harmful signal that hinders or prevents the organization from effectively achieving its goals. (Khamis, 2013, p. 27)

It is defined as a competitive situation in which both parties to the conflict perceive a conflict between their interests. Each party seeks benefits that conflict with the desires of the other party, leading to disruption of the decision-making process and difficulty in making trade-offs and choosing between alternatives. Overlapping goals result from conflicting interests, contradictory values, beliefs, and opinions, and differing feelings, emotions, and attitudes. (Kahwaji, 2015, p. 43)

From the above, it can be said that organizational conflict is a social and behavioral phenomenon that occurs at the organizational level between individuals or groups. It is a disagreement or dispute that arises between parties due to conflicting goals and differing values and interests.

## 2.5 Stages of Organizational Conflict:

Rahim (2001) developed his model based on various studies and works by several researchers in this field. This model consists of five stages, which can be explained as follows: (Ahmed, 2018, pp. 265-266)

□ Stage One - Pre-Conflict Conditions: This includes the pre-conflict conditions between parties and groups, represented by behavioral, demographic, and structural factors. These conditions may lead to the emergence of conflict.

□ Stage Two - Behavioral Changes: This occurs when conflict arises and refers to the aggressive (extreme) behavior of the opposing parties. The group shifts its focus from goal achievement to winning. At this stage, each party begins to view the other opposing party as an enemy. When they reach an extreme state in their interaction, the conflict moves to Stage Three.

□ Stage Three - Structure Formation: This is where individuals resort to relying on laws, regulations, written communications, and the use of formal titles. In other words, the conflict becomes institutionalized.

□ Stage Four - Decision Process: This is where parties begin to replace their usual methods with processes or structures in decision-making. For example, a conflict between management and employees is often resolved through negotiation, or other parties may be involved in resolving the conflict.

□ Stage Five - Conflict Aftermath: This is where a mutually acceptable solution may be reached, or one party may feel a loss, which also leads to latent conflict.

## 2.6 Strategies for Reducing Organizational Conflict:

Institutional management cannot ignore the impact of administrative conflict on its success and effectiveness in achieving its goals and fulfilling its mission. Despite the diversity of ideas, opinions, and proposals on how to deal with administrative conflict, whether preventatively or therapeutically, there are still many options. The most important strategies for reducing this conflict are the following:

A- The avoidance strategy: This strategy is characterized by subjectivity and a low degree of cooperation, meaning no cooperation. Therefore, it is associated with withdrawal and escaping from confronting the conflict, and ignoring the causes of the conflict. In this strategy, the interests of both parties are neglected, which is described as unrealistic, as each party avoids dealing with the other, with the conflict continuing under specific, controlled conditions. In light of this, behaviors of neglect and postponement, physical separation between the conflicting parties, and limited interaction are used. Avoidance is a form of wisdom or skillful negotiation if the expected loss in confronting the conflict exceeds the benefit, or if you want people to calm down so that their stress levels remain manageable. Individuals should not allow important decisions to come to them by mistake or expend significant energy avoiding issues that must be addressed. (Muhammad, 2004, p. 49)

B- Cooperation Strategy: For this strategy to succeed, it is essential to instill the values of work ethic, cooperation, team spirit, and respect among organizational members. Successful use of the cooperation strategy to resolve organizational conflict depends on the employee's belief that their goals are intertwined with the organization's goals, and that the problems occurring within the organization are part of their problems. They must strive to find solutions through cooperation with others. Herein lies the organization's role in shaping a strong organizational culture that encourages teamwork and positive interaction among employees, participation in problem-solving, and the adoption of values of loyalty to the organization and commitment to achieving its goals using rational and objective methods. (Baltrash, 2020, p. 93)

C- Settlement Strategy: This strategy is used as an attempt by both parties to the conflict to find a solution. Either the two parties agree to a compromise, or this method is used to distort the existing conflict through the intervention of a third party to reconcile the two parties. This avoids escalating the conflict, which could lead to hostility and feelings of hatred between the parties. On the other hand, this could disrupt work and harm the organization's interests. D- Concession Strategy: One party to the conflict ignores its own interests and appeases the other party and its interests. This approach involves downplaying differences while simultaneously focusing on commonalities. This approach is appropriate when the conceding party is likely to ultimately gain something in return for their concession. (Jamil, 2020, p. 994)

E- Competition or Coercion Strategy: The use of power and force as a last resort to force the conflicting parties to end the conflict if they refuse to cooperate to find a solution or refuse the intervention of a neutral party to reconcile them. This approach is also used to stop individuals who deliberately create conflict. It is also used in situations that require quick solutions, such as conflict situations that could constitute a crisis within the organization, and therefore must be resolved radically and decisively.

## 3.Field Study:

### 3.1 Study Sample and Community:

The institution is located in the industrial zone of Aïn Témouchent. It is a limited liability company specializing in the manufacture of medical and surgical gowns, which support the health sector. It relies on

natural materials, such as latex extracted from a tree found in Asian countries, with the addition of some non-harmful chemicals. The company holds quality certifications from the International Organization for Standardization (ISO 9001-2015) and ISO 13485-2016, as well as European Union certification. The company was established in 2011 in Oran, and the necessary documentation was completed. The factory was completed and equipment and raw materials were received to manufacture the final product. Production commenced in 2016 using a single machine with a workforce of 64 workers. Today, it operates four machines with a workforce of 970, awaiting expansion to 1,500 workers with a production capacity of 150,000,000 units annually. Efforts will be doubled in the future to reach 100,000,000 units annually through its development plan.

□ Study population: The study population consists of all employees at Top Gloves Latex Industries in Ain Temoushent, across various administrative, operational, middle, and senior levels, totaling 970 employees.

□ Study sample: A random sample was taken for this study from the total number of employees. The sample size was estimated at 250 individuals, drawn from the employees of Top Gloves Latex Industries in Ain Temoushent.

□ Questionnaire: Based on the nature of the data to be collected, and the difficulty of obtaining basic information related to the study topic through personal interviews, field visits, or personal observations, a more accurate tool was used to achieve the objectives of this study: the questionnaire. In preparing the questionnaire, a set of previous research and studies related to the topic were used, in addition to the guidance of the supervising professor and modifications intended to address the relevance of the study topic, in addition to the referee professors. This questionnaire was designed and divided into two parts as follows:

□ Part One: Relates to the personal information of the study sample of employees at the glove company Top Gloves Latex Industries in Ain Temouchent (gender, age group, educational level, experience, administrative level)

Part Two: Related to the dimensions of transactional leadership (positive management by exception, negative management by exception, and contingent reward) at Top Gloves Latex Industries in Ain Tamouchen, containing 21 statements.

Part Three: Related to organizational conflict reduction strategies (competition, cooperation, avoidance, compromise, and concession) at Top Gloves Latex Industries in Ain Tamouchen, containing 25 statements.

The response scale for the questionnaire items consists of (05) responses according to the five-point Likert scale (strongly disagree, disagree, neutral, agree, and strongly agree), as shown in the following table:

**Table (01): Five-point Likert scale**

|                   |          |         |    |                |
|-------------------|----------|---------|----|----------------|
| Strongly disagree | Disagree | neutral | OK | Strongly agree |
| 1                 | 2        | 3       | 4  | 5              |

### 2.3 Stability of the Study Tool:

Through this point, the reliability of the measurement tool used, represented by the questionnaire, will be verified. One of the stability coefficients, Cronbach's alpha coefficient, was used in this, using the SPSS v26 program. The following results were reached:

**Table No. (02): Cronbach's alpha reliability coefficient of the study tool**

| alpha Cronbach | Number of phrases | Statement   |
|----------------|-------------------|---|
| 0,897          | 21                | Axis 1: Transactional Leadership                        |
| 0,962          | 25                | Axis 2: Strategies for Reducing Organizational Conflict |
| 0,964          | 46                | All Questionnaire Statements                            |

We note from Table (2) that the Cronbach's alpha value is greater than 0.6 and closer to 0.1, with an estimated value of 0.964. This indicates that the measurement tool is characterized by its reliability, which is amenable to statistical analysis and can be relied upon, as it exceeds the minimum standard adopted in such studies. This means that obtaining the same answers if members of the study sample were questioned under the same circumstances, 96% of them would repeat the same answer. This expresses a high reliability rate, which lends credibility to the extracted results.

### .3.2 Presentation and Discussion of the Study Results

First: Measuring the Transactional Leadership Variable:

To measure the level of transactional leadership in the study institution, we address the following arithmetic means and standard deviations for the dimensions of the first axis, which consisted of three dimensions.

□ The first dimension: Conditional reward:

The results of the statements measuring the conditional reward dimension will be presented and then analyzed.

**Table No. (3): The values of the arithmetic means and standard deviations for the conditional reward dimension**

| Response rate | Sort by importance | standard deviation | arithmetic mean | Phrase number |
|---------------|--------------------|--------------------|-----------------|---------------|
| High          | 3                  | 1,1210             | 3,513           | 1             |
| High          | 4                  | 1,0171             | 3,513           | 2             |
| Medium        | 6                  | 0,9235             | 3,378           | 3             |
| High          | 2                  | 4,9813             | 4,270           | 4             |
| High          | 5                  | 1,0126             | 3,405           | 5             |
| Medium        | 7                  | 1,0310             | 3,216           | 6             |
| High          | 1                  | 6,7145             | 4,567           | 7             |
| High          |                    | 7740,              | 3,424           |               |

The table shows that the study sample's attitudes were positive towards all statements related to the conditional reward dimension, as the arithmetic mean reached 3.424, which is between (3.40) and less than (4.19). This mean also falls into the fourth category of the five-point Likert categories, which is the category that indicates the degree of agreement, which confirms the satisfaction and agreement of the majority of sample members regarding the application of the conditional reward dimension in the institution under study.

This is confirmed by the standard deviation, which shows the degree and percentage of convergence in the answers of sample members, as the general standard deviation reached 774.0. In order for the results to achieve the research purpose and the goal that we want to reach, we analyzed them according to importance and according to the orientation of the majority of sample members and the responses that are reflected in the arithmetic averages, which are as follows:

- The first rank had the arithmetic average reaching its highest value and The mean for statement (7) was 4.567, with a standard deviation of 6.714, indicating that the manager praises the employee who corrected his work deviations within a short period of time.
- The second-ranked mean was 4.270, with a standard deviation of 4.981, for statement (4), indicating that management relies on new and creative methods that serve and strongly support the work.
- The third-ranked mean was 3.513, with a standard deviation of 1.121, for statement (1), indicating that the manager expresses satisfaction when the employee completes their tasks and achieves the desired goals.
- The fourth-ranked mean was 3.513, with a standard deviation of 1.017, for statement (2), indicating that subordinates realize that receiving a rewarding reward is linked to outstanding and exceptional work.
- The fifth rank had an arithmetic mean of 3.405, with a standard deviation of 1.012 for statement (5), indicating that outstanding employees are involved in making important decisions directly related to their work.
- The sixth rank had an arithmetic mean of 3.378, with a standard deviation of 0.923 for statement (3), indicating that the manager considers the achievement of the company's objectives to be the true criterion for granting the desired reward.
- The seventh rank had a mean of 3.216, with a standard deviation of 1.031 for statement (6), indicating that the manager constantly discusses and implements the criteria for conditional rewards with employees. □

The second dimension: Active management by exception:

The results of the statements that measure the active management by exception dimension will be presented and then analyzed.

**Table No. (4): The values of the arithmetic means and standard deviations for the active management by exception dimension.**

| Response rate | Sort by importance | standard deviation | arithmetic mean | Phrase number |
|---------------|--------------------|--------------------|-----------------|---------------|
| High          | 3                  | 0,8871             | 3,864           | 8             |
| High          | 7                  | 0,9887             | 3,459           | 9             |
| High          | 4                  | 1,0503             | 3,702           | 10            |
| High          | 2                  | 6,7356             | 4,540           | 11            |
| High          | 5                  | 0,9847             | 3,594           | 12            |
| High          | 1                  | 6,7090             | 4,648           | 13            |
| High          | 6                  | 0,9018             | 3,486           | 14            |
| High          |                    | ,71600             | 3,590           |               |

The table shows that the study sample's attitudes were moderately positive towards all statements related to active management, with the arithmetic mean reaching 3.590, which is between (3.40) and less than (4.19). This mean also falls into the fourth category of the five-point Likert scale, which indicates the degree of agreement, which confirms the satisfaction and agreement of the majority of sample members regarding the application of the active management dimension in the institution under study. This is confirmed by the standard deviation, which shows the degree and percentage of convergence in the answers of sample members, as the general standard deviation reached 71600. In order for the results to achieve the research purpose and the desired goal, we analyzed them according to importance and according to the orientation of the majority of sample members and the responses reflected by the arithmetic averages, which are as follows:

- The first rank had the highest arithmetic average value. The mean for statement No. (6) was 4.648, with a standard deviation of 6.709, indicating that the manager expresses confidence in achieving the desired goals in light of the available data.

- The second-ranked mean was 4.540, with a standard deviation of 6.735, for statement No. (4), indicating the manager's commitment to providing subordinates with continuous feedback on optimal performance.

- The third-ranked mean was 3.864, with a standard deviation of 0.887, for statement No. (1), indicating that the manager focuses on work exceptions and directs his efforts toward overcoming negatives and carefully studying them.

- The fourth-ranked mean was 3.702, with a standard deviation of 1.050, for statement No. (3), indicating that the manager monitors all failures that could reduce the desired success rate. • The fifth-ranked mean was 3.594, with a standard deviation of 0.984 for statement (5), indicating that the manager always provides the best and most effective support for the employee to succeed and achieve excellence.

- The sixth-ranked mean was 3.486, with a standard deviation of 0.901 for statement (7), indicating that management devotes time to guiding and directing employees toward achieving work goals.

- The seventh-ranked mean was the lowest, 3.459, with a standard deviation of 0.988 for statement (2), indicating that the manager relies more on his experience than on the authority granted to him to motivate subordinates. □ The third dimension: Management by static exception:

The results of the statements that measure the management by static exception dimension will be presented and then analyzed.

**Table No. (5): The values of the arithmetic means and standard deviations for the management by static exception dimension.**

| Response rate | Sort by importance | standard deviation | arithmetic mean | Phrase number |
|---------------|--------------------|--------------------|-----------------|---------------|
| too high      | 1                  | 6,7340             | 4,596           | 15            |
| Medium        | 7                  | 1,2257             | 2,677           | 16            |
| high          | 4                  | 0,9887             | 3,455           | 17            |
| Medium        | 3                  | 0,8348             | 3,566           | 18            |
| high          | 2                  | 0,8880             | 3,646           | 19            |
| Medium        | 5                  | 0,9909             | 3,273           | 20            |
| Medium        | 6                  | 1,1083             | 3,212           | 21            |
| Medium        |                    | ,61920             | 3,335           |               |

The table shows that the study sample's attitudes were moderately positive toward all statements related to static management by exception, with an arithmetic mean of 3.335, which falls between (2.6) and (3.40). This mean also falls into the third category of the five-point Likert scale, which indicates a neutral degree,

which demonstrates the sample members' affirmation of the study institution's interest in applying static management by exception to a moderate degree. This is confirmed by the standard deviation, which shows the degree and percentage of convergence in the answers of the sample members, with the overall standard deviation reaching 0.6192.

In order for the results to achieve the research purpose and the desired goal, we analyzed them according to importance and the orientation of the majority of sample members and the responses reflected in the arithmetic means, as follows:

- The first rank had an average of The arithmetic mean was 4.594, with a standard deviation of 6.734 for statement (1), indicating that the manager focuses from the outset on establishing well-thought-out, realistic, and precise work standards to avoid any problems or obstacles.

- The second-ranked mean was 3.648, with a standard deviation of 0.888 for statement (5), indicating the manager's direct and continuous commitment to correcting deviations from the standards.

- The third-ranked mean was 3.567, with a standard deviation of 0.834 for statement (4), indicating that management focuses its full attention on dealing with and resolving exceptional errors and obstacles.

- The fourth-ranked mean was 3.459, with a standard deviation of 0.988 for statement (3), indicating that the manager lets the employee complete the tasks assigned to him without intervening unless his performance falls short of achieving the goals.

- The fifth-ranked mean was 3.270, with a standard deviation of 0.990 for statement (6), indicating that management does not attempt to make any significant change as long as things continue as usual.

- The sixth-ranked mean was 3.216, with a standard deviation of 1.108 for statement (7), indicating that management only intervenes when problems become critical and impede the achievement of work objectives.

- The seventh-ranked mean was the lowest, 2.675, with a standard deviation of 1.225 for statement (2), indicating that the manager ignores important questions and inquiries that pose an obstacle to the implementation of work.

Second: Measuring the variable of organizational conflict reduction strategies:

To measure the level of use of organizational conflict reduction strategies in the study organization, we address the following arithmetic means and standard deviations for the five dimensions of the second axis.

**Table No. (06): The values of the arithmetic means and standard deviations for the axis of organizational conflict reduction strategies**

| Response rate | Sort by importance | standard deviation | arithmetic mean | Phrase number                              |
|---------------|--------------------|--------------------|-----------------|--|
| high          | 2                  | 0,8614             | 3,6216          | 22   |
| Medium        | 5                  | 1,0010             | 3,3243          | 23   |
| high          | 1                  | 0,9834             | 3,7568          | 24   |
| high          | 3                  | 0,9893             | 3,4865          | 25   |
| high          | 4                  | 1,0395             | 3,4054          | 26   |
| high          |                    | 0,7094             | 3,5189          | First dimension: competitive strategy      |
| high          | 3                  | 1,1060             | 3,6757          | 27   |
| high          | 2                  | 0,8629             | 3,7568          | 28   |
| high          | 1                  | 1,0575             | 3,7838          | 29   |
| Medium        | 5                  | 1,0892             | 3,3784          | 30   |
| high          | 4                  | 0,9875             | 3,5676          | 31   |
| high          |                    | 0,8925             | 3,6324          | The second dimension: cooperation strategy |
| high          | 3                  | 1,0705             | 3,5135          | 32   |
| too high      | 1                  | 6,6674             | 4,8649          | 33   |
| high          | 2                  | 0,7018             | 3,7027          | 34   |
| Medium        | 4                  | 0,9779             | 3,3514          | 35   |
| Medium        | 5                  | 0,8708             | 3,2703          | 36   |
| high          |                    | 0,7123             | 3,5243          | The third dimension: avoidance strategy    |
| high          | 5                  | 0,9230             | 3,3784          | 37   |
| high          | 4                  | 0,9607             | 3,5405          | 38   |
| too high      | 1                  | 6,6967             | 4,6486          | 39   |
| high          | 3                  | 1,0128             | 3,5946          | 40   |
| too high      | 2                  | 6,8043             | 4,2432          | 41   |
| high          |                    | ,84644             | 3,4486          | Fourth Dimension: Settlement Strategy      |
| Medium        | 2                  | 1,0631             | 2,6216          | 42   |

|        |   |        |        |  |
|--------|---|--------|--------|--|
| Medium | 3 | 1,0892 | 3,3784 | 43   |
| Medium | 4 | 1,1016 | 3,1892 | 44   |
| high   | 1 | 6,8106 | 4,1081 | 45   |
| Medium | 5 | 1,1000 | 3,1081 | 46   |
| high   |   | 0,8206 | 3,0649 | The Fifth Dimension: The Concession Strategy |
| high   |   | 0,7174 | 3,4378 | Total phrases of the second axis             |

**1. Competitive Strategy:** The two tables show that the arithmetic mean of the competitive strategy is 3.51, which is high, indicating that the competitive strategy is used by the organization and helps reduce conflicts and contributes to the harmony of workers' ideas, as management provides a suitable climate that encourages constructive competition, and the manager uses punishments to force the conflicting parties to back down from their positions. Meanwhile, the standard deviation of the dimension was 0.709, which indicates the absence of variation or dispersion in the sample's opinions.

**2. Cooperation Strategy:** The two tables show that the arithmetic mean of the degree of approval of the cooperation strategy in the institution is 3.63, which is considered highly important. This indicates that the institution promotes a spirit of cooperation and participation in decision-making, as management is keen to hold periodic meetings to discuss developments in work, and the manager studies the causes leading to conflict in cooperation with the conflicting parties. Meanwhile, the standard deviation for the dimension reached 0.892, which indicates the absence of variation or dispersion in the sample's opinions.

**3. Avoidance Strategy:** The two tables show that the arithmetic mean score for the avoidance strategy was 3.52, which is highly significant. This indicates that the avoidance strategy reduces the level of conflict within the organization, as the manager attempts to avoid conflict with subordinates, refrains from making decisions that would provoke disagreement and controversy, and avoids forming relationships with any of the conflicting parties. The standard deviation for the dimension was 0.712, indicating a lack of variation or dispersion in the sample's opinions.

**4. Compromise Strategy:** The two tables show that the arithmetic mean score for the settlement strategy was 3.44, which is highly significant. This indicates that the settlement strategy reduces the level of conflict within the organization, as the manager attempts to find a way to mediate between the conflicting parties. The manager also encourages subordinates to adopt a "give and take" policy to resolve disputes. The standard deviation for the dimension was 0.846, indicating no variance or dispersion in the sample's opinions.

**5. Concession Strategy:** The two tables show that the mean score for the concession strategy was 3.06, which is highly significant. This indicates that the concession strategy is adopted to reduce the intensity of conflicts within the organization. The manager sacrifices his own desires for the sake of pleasing others when he disagrees with them. The manager also respects colleagues' wishes and considers their feelings for the greater good of the work. The standard deviation for the dimension was 0.802, indicating no variance or dispersion in the sample's opinions.

### 3.4 Discussion and Testing the Validity of Hypotheses:

First: Testing the Validity of the First Hypothesis:

Through this point, we will attempt to discuss the first hypothesis, which was as follows:

"There is a high level of practice of transactional leadership in the Ain Temouchent Gloves Company".

Using the SPSS program, we were able to calculate the arithmetic means and standard deviations for the first axis, as shown in the following table:

**Table (7): Arithmetic means and standard deviations for the dimensions of transactional leadership.**

| Degree of approval | standard deviation | arithmetic mean |                          |
|--------------------|--------------------|-----------------|--------------------------|
| high               | ,7740              | 3,424           | First dimension          |
| high               | ,7160              | 3,590           | The second dimension     |
| middle             | ,6192              | 3,335           | The third dimension      |
| high               | ,5680              | 3,450           | Transactional leadership |

From Table No. (7), we note that the trends of the study sample were positive towards the paragraphs of the transactional leadership variable (positive management by exception, negative management by exception, conditional reward), as the arithmetic mean for transactional leadership reached 3.450, which falls in the fourth category of the five-point Likert scale categories, which is the category that indicates an "yes" option,

and it is of high importance. The arithmetic means in the paragraphs of this variable ranged between 2.6-4.6, as they were arranged according to importance, which indicates the presence of a high level of transactional leadership dimensions (positive management by exception, negative management by exception, conditional reward) in the company, while the standard deviation value for the dimension reached 0.568. This indicates the absence of variance or dispersion in the sample's opinions regarding the axis. This confirms the validity of the first hypothesis and requires us to accept it, meaning: "There is a high level of transactional leadership practice in the Ain Temouchent Gloves Company".

Second: Testing the validity of the second hypothesis:

Through this point, we will attempt to discuss the second hypothesis, which is as follows:

"Organizational conflict is reduced and controlled in the Ain Temouchent Gloves Company using several strategies".

Using the SPSS program, we were able to calculate the arithmetic means and standard deviations for the second axis, as shown in the following table:

**Table (8): Arithmetic means and standard deviations for the dimensions of organizational conflict reduction strategies**

| Degree of approval | standard deviation | arithmetic mean |   |
|--------------------|--------------------|-----------------|---|
| high               | ,7094              | 3,518           | First dimension                                 |
| high               | ,8925              | 3,632           | The second dimension                            |
| high               | ,7123              | 3,524           | The third dimension                             |
| high               | ,8464              | 3,448           | The Fourth Dimension                            |
| middle             | ,8206              | 3,064           | The Fifth Dimension                             |
| high               | ,7174              | 3,437           | Strategies for Reducing Organizational Conflict |

Table (8) shows that the trends of the study sample were positive towards all statements related to strategies for reducing organizational conflict, as the arithmetic mean reached 3.437, which lies between (3.40) and less than (4.19). This mean also falls in the fourth category of the five-point Likert categories, which is the category that indicates the degree of agreement, which confirms the satisfaction and agreement of the majority of sample members regarding the use of strategies for reducing organizational conflict in the institution under study. This is confirmed by the standard deviation, which shows the degree and percentage of convergence in the answers of sample members, as the general standard deviation reached 0.7174, which indicates the absence of variation and dispersion in the opinions of the sample towards the axis and indicates the sample members' confirmation of the diversity of methods used in the institution in order to reduce the intensity of organizational conflicts. This confirms the validity of the second hypothesis and forces us to accept it, that is: Organizational conflict is reduced and controlled in the Ain Temouchent Gloves Company using several strategies.

Third: Testing the validity of the third hypothesis: which states:

□ The third hypothesis states that there is a direct correlation between transactional leadership and organizational conflict reduction in the Ain Temouchent Gloves Company.

To verify the hypothesis, the Pearson correlation coefficient will be calculated between the scores on the transactional leadership axis and the organizational conflict reduction axis for the study sample members. The results obtained are recorded in the following table:

Table (9): Results of the Pearson correlation coefficient between transactional leadership and organizational conflict reduction strategies

### Correlations

|  |                     | Transactional leadership | Organizational conflict reduction strategies |
|--|---------------------|--------------------------|--|
| Transactional leadership                     | Pearson Correlation | 1                        | ,781**                                       |
|  | Sig. (2-tailed)     |                          | ,000   |
|  | N                   | 250                      | 250  |
| Organizational conflict reduction strategies | Pearson Correlation | ,781**                   | 1  |
|  | Sig. (2-tailed)     | ,000                     |  |
|  | N                   | 250                      | 250  |

The table below shows the correlation between the independent variable, transactional leadership, and the dependent variable, organizational conflict reduction, in the Ain Temouchent glove factory. There is a strong direct correlation between the two variables, as the significance level (sig) <0.010.000, while the Pearson correlation coefficient was 0.781, close to 1. This means that the two variables are highly correlated, at a rate of 78.1%. This confirms the validity of the third hypothesis and requires us to accept it, namely: "There is a

direct correlation between the dimensions of transactional leadership and organizational conflict reduction strategies in the Ain Temouchent glove factory".

Fourth: Testing the validity of the fourth hypothesis, which states that:

Transactional leadership, in all its dimensions, has an impact on organizational conflict reduction strategies in the Ain Temouchent glove factory.

First: Simple linear regression analysis to study the impact of transactional leadership on organizational conflict reduction strategies at the Ain Temouchent Gloves Company.

□ Ho: There is no statistically significant impact of transactional leadership on organizational conflict reduction strategies at the Ain Temouchent Gloves Company at a significance level of 5%.

□ H1: There is a statistically significant impact of transactional leadership on organizational conflict reduction strategies at the Ain Temouchent Gloves Company at a significance level of 5%.

□ Regression analysis to test the correlation between the independent variable, transactional leadership, and the dependent variable, organizational conflict reduction strategies:

Linear regression analysis was used to test the correlation, and least squares (Entry) was used at a significance level of (0.05), where the independent variable is transactional leadership and the dependent variable is organizational conflict reduction strategies. The following table shows the type of correlation between the transactional leadership axis and the organizational conflict reduction strategies axis:

**Table No. (10): Linear correlation between the independent and dependent variables**

| Standard error of estimate | Modified R-deux | R-deux coefficient of determination | R correlation coefficient | model |
|----------------------------|-----------------|-------------------------------------|---------------------------|-------|
| ,45421                     | ,599            | ,610                                | ,781a                     | 1     |

a. Prédicteurs : (Constante),

b. Variable dépendante

We note from Table (10) that the linear correlation coefficient between transactional leadership and organizational conflict reduction strategies has positive levels, as the total value of the correlation coefficient between the two variables using the least squares method at a significance level of 0.05% reached (78.1%), which is a positive value that proves and confirms the important role of transactional leadership in positively influencing organizational conflict reduction strategies. The R-deux test percentage reached (61%), which shows the accuracy of the dimensions of transactional leadership in reducing organizational conflict, meaning that (61%) of the reduction in organizational conflict is due to the dimensions of transactional leadership, and the remaining percentage (39%) is due to other factors or random factors. □ ANOVA analysis:

The following table shows the ANOVA analysis, which studies the "extent of the regression line's fit to the data".

**Table No. (11) ANOVA analysis**

| Test significance level Sig | F-value of ANOVA test | squared rate | Degree of freedom Ddl | sum of squares | Model      |
|-----------------------------|-----------------------|--------------|-----------------------|----------------|------------|
| ,000 <sup>b</sup>           | 54,822                | 11,310       | 1                     | 11,310         | Regression |
|                             |                       | ,206         | 248                   | 7,221          | Residuals  |
|                             |                       |              | 249                   | 18,531         | Total      |

a. Variable dépendante

b. Prédicteurs : (Constante),

From the previous table, we find the following:

□ The sum of squares for the regression is 11.310, the sum of squares for the residuals is 7.221, and the total sum of squares is 18.531;

□ The degree of freedom for the regression is 1, and the degree of freedom for the residuals is 248;

□ The mean square of the regression is 11.310, and the mean square of the residuals is 2060;

□ The value of the ANOVA test for the regression line is 32.959;

□ The significance level of the test is 0.000, which is less than the significance level adopted in the study of 0.05, which means that the model is significant and its results can be relied upon, and therefore the regression line fits the data.

□ Study of the regression line coefficients:

The following table shows the values of the regression line coefficients:

**Table No. (12): Values of the regression line coefficients for organizational conflict reduction strategies Transactions**

| Sig  | T     | Bêta | standard error | Regression coefficient B | model   |
|------|-------|------|----------------|--------------------------|---|
| ,943 | ,071  |      | ,466           | ,033                     | The constant  |
| ,000 | 7,404 | ,781 | ,133           | ,987                     | The independent variable is transactional leadership. |

a. Variable dépendante :

From the previous table, we note that:

□ The regression line intercept is equal to 0.033, which represents a from the straight line equation  $Y = a + Bx$ , while the regression line slope b in the table is 0.987, where Y is the dependent variable and x is the independent variable;

□ The result of the t-test on the hypotheses: the slope of the regression line for the independent variable is 7.404, and the regression line intercept is 0.071;

□ We also note that the sign of the Beta coefficient is positive, indicating a direct relationship between transactional leadership and organizational conflict reduction strategies. This means that the more transactional leadership measures are implemented, the more control the organization has over organizational conflict;

□ The significance level reached  $0.05 < 0.000$ , which is smaller than the significance level of 0.05. Therefore, we reject the null hypothesis and accept the alternative hypothesis, which is that "there is a statistically significant effect of transactional leadership on organizational conflict reduction strategies in the gloves company in Tamoush at a significance level of 5%." Therefore, we prove the validity of the fourth hypothesis, so the regression line equation becomes:

)Reciprocal driving),  $987x + 0.33 Y =$

Second: Analyzing the results using stepwise multiple regression

We will use stepwise multiple regression using the Stepwise method to study the impact of transactional leadership dimensions on organizational conflict reduction strategies. The goal of this analysis is to determine the impact of each transactional leadership dimension and its importance for the dependent variable (organizational conflict reduction strategies). It is also to determine the order in which transactional leadership dimensions enter the regression equation, identify the dimensions excluded from it, and identify the dimensions (contingent reward, active management by exception, and passive management by exception) that have the greatest impact on the dependent variable. Therefore, three sub-hypotheses were formulated to study this topic:

-Sub-hypothesis 1: There is a statistically significant effect of contingent reward on organizational conflict reduction strategies at the Ain Temouchent Gloves Company.

□ Sub-hypothesis 2: There is an effect of passive management by exception on organizational conflict reduction strategies at the Ain Temouchent Gloves Company.

-Sub-hypothesis 3: There is an effect of active management by exception on organizational conflict reduction strategies at the Ain Temouchent Gloves Company.

.1Study Model:

This model will clarify the relationship between the independent variables (contingent reward, active management by exception, and passive management by exception) and the dependent variable (organizational conflict reduction strategies)

**Table (12): Remaining variables in the model**

| Insert/remove variables |                         |                                |  |
|-------------------------|-------------------------|--------------------------------|--|
| The model               | Enter variables         | Excluded variables             | The method   |
| 1                       | Management by exception | Active Management by Exception | Stepwise step by step<br>)Criteria: probability F to introduce 0.05 probability F to delete (100 |
| 2                       | Conditional reward      |                                | Stepwise step by step<br>(Criteria: probability F to introduce 0.05 probability F to delete (100 |

a. Dependent Variable: Strategies for reducing organizational conflict

We note from the table that the two remaining variables in the study model are "static management by exception" and "contingent reward".

.1Linear Correlation Coefficient:

The following table shows the type of correlation coefficient for the two remaining variables in the model and the dependent variable.

**Table No. (13): Linear Correlation Coefficient for the Independent Variables and the Dependent Variable in the Study Model**

| Standard error of estimate | Modified R-deux | R-deux coefficient of determination | R correlation coefficient | The mode |
|----------------------------|-----------------|-------------------------------------|---------------------------|----------|
| ,53914                     | ,435            | ,451                                | ,672 <sup>a</sup>         | 1        |
| ,42762                     | ,645            | ,664                                | ,815 <sup>b</sup>         | 2        |

Predictors: (Constant),<sup>a</sup> الساكنة\_بالاستثناء\_الإدارة

Predictors: (Constant),<sup>b</sup> المشروطة\_المكافأة\_الساكنة\_بالاستثناء\_الإدارة

Dependent Variable: <sup>c</sup> الصراع\_تخفيض\_استراتيجيات التنظيمي

We note from Table (13) above that the use of the stepwise multiple linear regression method led to the exclusion of one independent variable, active management by exception, and the retention of two independent variables of transactional leadership, “passive management by exception” and “conditional reward.” The linear correlation coefficient between the two independent variables, passive management by exception and conditional reward, and the dependent variable (organizational conflict reduction strategies) reached 81.5%, which indicates a strong correlation between them. The R-deux test rate reached (66.4%), meaning that 66.4% of the changes in organizational conflict reduction strategies are due to the dimensions of transactional leadership (conditional reward, passive management by exception), and the remaining percentage of 33.6% is due to other factors.

## 2. Stepwise analysis of variance of a regression line:

The following table illustrates the analysis of variance of a multiple regression line, which studies the “adequacy of the regression line to the data”.

**Table No. (14) Analysis of variance of regression line using stepwise method**

| Test significance level Sig | F-value of ANOVA test | squared rate | Degree of freedom Ddl | sum of squares | model      |   |
|-----------------------------|-----------------------|--------------|-----------------------|----------------|------------|---|
| ,000 <sup>b</sup>           | 28,752                | 8,357        | 1                     | 8,357          | Regression | 1 |
|                             |                       | ,291         | 248                   | 10,174         | Residuals  |   |
|                             |                       |              | 249                   | 18,531         | Total      |   |
| ,000 <sup>c</sup>           | 33,671                | 6,157        | 2                     | 12,314         | Regression | 2 |
|                             |                       | ,183         | 247                   | 6,217          | Residuals  |   |
|                             |                       |              | 249                   | 18,531         | Total      |   |

a. Dependent Variable: Organizational Conflict Reduction Strategies

b. Predictors: (Constant), Conditional Reward

c. Predictors: (Constant), Conditional Reward, Management by Exception

From the previous table, we find the following:

-The sum of squares for the regression is 12,314, the sum of squares for the residuals is 6,217, and the total sum of squares is 18,531;

-The mean square of the regression is 6,157, and the mean square of the residuals is 1,830;

-The value of the F test for the regression line is 33,671;

-The significance level of the test is 0.000, which is less than the significance level adopted in the study of 0.05, which means that the model is significant and its results can be relied upon. Therefore, the regression line fits the data.

-4Stepwise Regression Line Coefficients:

The results for the degree of the regression line coefficients will be presented, and the following table shows the values of the stepwise regression line coefficients.

**Table No. (15): Stepwise Multiple Regression Line Coefficients**

Coefficients

| Sig  | T     | Bêta | standard error | Regression coefficient B | The model               |   |
|------|-------|------|----------------|--------------------------|-------------------------|---|
| ,096 | 1,711 |      | ,492           | ,842                     | The constant            | 1 |
| ,000 | 5,362 | ,672 | ,145           | ,778                     | Management by exception |   |
| ,523 | ,645  |      | ,461           | ,297                     | constant                |   |
| ,000 | 5,720 | ,579 | ,117           | ,671                     | Management by exception | 2 |
| ,000 | 4,651 | ,471 | ,094           | ,437                     | Conditional reward      |   |

a. Dependent Variable: Organizational Conflict Reduction Strategies

A stepwise multiple regression analysis was conducted to determine the significance of each dependent variable separately. The table above, which shows the order of entry of the independent variables (transactional leadership) into the regression equation, shows that static management by exception and conditional reward are the two remaining dimensions in the model, explaining 66.4% of the variance in the dependent variable (organizational conflict reduction strategies). Based on the coefficient of determination (R), the significance level is lower than the calculated significance level (0.05). We find:

-The Beta value for the static management by exception dimension reached (0.579), which is positive to indicate a direct relationship and is statistically significant at the significance level (0.05), representing the largest statistical value ( $T = 5.720$ );

Therefore, we reject the null hypothesis and accept the alternative hypothesis, i.e., there is a statistically significant effect of conditional rewards on organizational conflict reduction strategies at the Ain Temouchent Gloves Company at a significance level of 5%. Therefore, we confirm the validity of the first sub-hypothesis, which states that conditional rewards have an impact on organizational conflict reduction strategies at the Ain Temouchent Gloves Company.

-The Beta value for the conditional reward dimension reached (0.471), which is positive to indicate a direct relationship, and is statistically significant at the significance level (0.05), representing the largest statistical value ( $T = 4.651$ );

Therefore, we reject the null hypothesis and accept the alternative hypothesis, which is that there is a statistically significant effect of static management by exception on organizational conflict reduction strategies in the gloves company in Ain Temouchent at a significance level of 5%. Accordingly, we prove the validity of the first sub-hypothesis, which states that there is an effect of static management by exception on organizational conflict reduction strategies in the gloves company in Ain Temouchent. From this, the slope of the regression line can be determined for both dimensions according to the following equation:

$$Y = a + b_1x_1 + b_2x_2$$

$$Y = 0.297 + 0.671x_1 + 0.437x_2$$

Y: Dependent variable (organizational conflict reduction strategies)

X1: Independent variable: Static management by exception

X2: Independent variable: Conditional reward

From this, we conclude that the most important dimensions influencing organizational conflict reduction strategies are static management by exception, conditional reward, and the dimension with intrinsic influence, conditional reward.

**Table No. (16): Independent variables that were removed**

| VIF   | Tolerance | Sig  | T     | Bêta              | The model                      |   |
|-------|-----------|------|-------|-------------------|--------------------------------|---|
| 3,714 | ,269      | ,244 | 1,185 | ,226 <sup>c</sup> | Active management by exception | 1 |

a. Dependent Variable: Organizational Conflict Reduction Strategies

We note from the table that the independent variable removed from the stepwise multiple regression model is active management by exception. This is because the significance level (SIG) reached 0.244, which is greater than the significance level adopted in the study of 0.05. Therefore, it is not statistically significant. Therefore, we accept the null hypothesis and reject the alternative hypothesis, i.e., there is no statistically significant effect of active management by exception on organizational conflict reduction strategies at the Ain Temouchent Gloves Company at a significance level of 5%. Therefore, we support the validity of the third sub-hypothesis, which states that active management by exception has an effect on organizational conflict reduction strategies at the Ain Temouchent Gloves Company. 3. Conclusion:

Through this study, we sought to identify the impact of transactional leadership on organizational conflict reduction strategies by answering the study's problem and sub-questions. This was achieved through a field study of the Top Gloves Latex Industries glove company in Ain Temouchent. Through conducting our field study, we reached a set of results and recommendations, as follows:

### Study Results:

-Transactional leadership is a series of shared benefits and interests between the leader and their subordinates, on the one hand, and between the subordinates themselves, on the other hand, in terms of functions and tasks to achieve the desired goals, based on the principle of specific laws and regulations agreed upon by all.

-The dimensions of transactional leadership include conditional reward, active management by exception, and passive management by exception.

-The dimensions of transactional leadership define the dynamic relationship between a manager and subordinates in terms of performance levels, responsiveness, such as satisfaction, commitment, loyalty, etc. Furthermore, the organizational rewards received by subordinates have a clear impact on organizational and job performance.

-Organizational conflict is a social-behavioral phenomenon that occurs at the organizational level between individuals or groups. It is a disagreement or dispute that arises between parties due to conflicting goals and differing values and interests.

-The most important strategies for reducing organizational conflict are: competition, cooperation, compromise, avoidance, and concession.

-The arithmetic mean for transactional leadership was 3.450, which falls into the fourth category of the five-point Likert scale, indicating a "yes" option, which is of high importance. The arithmetic means for the items in this variable ranged from 2.6 to 4.6, indicating a high level of transactional leadership dimensions (positive management by exception, negative management by exception, and conditional reward) in the company.

-The arithmetic mean for organizational conflict reduction strategies was 3.437, which confirms the satisfaction and agreement of the majority of sample members regarding the use of organizational conflict reduction strategies in the organization under study. This indicates the sample members' emphasis on the diversity of methods used in the organization to reduce the intensity of organizational conflict. - There is a strong positive correlation between the independent variable, transactional leadership, and the dependent variable, organizational conflict reduction strategies, with a significance level (sig) of  $<0.010.000$ , while the Pearson correlation coefficient was 0.781, close to 1, meaning that the two variables are highly related, at a rate of 78.1%.

-There is a statistically significant effect of transactional leadership on organizational conflict reduction strategies at the Glove Company in the sample of Temouchent, at a significance level of 5%.

-There is a statistically significant effect of contingent reward on organizational conflict reduction strategies at the Glove Company in the sample of Temouchent, at a significance level of 5%.

-There is a statistically significant effect of static management by exception on organizational conflict reduction strategies at the Glove Company in the sample of Temouchent, at a significance level of 5%. - There is no statistically significant effect of active management by exception on organizational conflict reduction strategies at the sample gloves company at the 5% significance level.

-Study recommendations: The results we reached in this research enabled us to develop a set of proposals that we believe are appropriate for improving the role of transactional leadership and increasing the effectiveness of conflict reduction strategies. These are summarized as follows:

-Modern mechanisms for conflict resolution and management must be adopted, most importantly team building, as teamwork is based on cooperation and teamwork, avoiding individualism and direct communication, and working together to achieve common goals. This contributes to creating a work environment free of quarrels and negative conflicts.

-Senior management must encourage other administrative levels to use the transactional leadership style.

-The organization must work to leverage all dimensions of transactional leadership if it wants to maintain its position.

-Enhancing attention to personal differences among employees and maintaining relationships to ensure functional integration and avoid negative conflict.

-Organizations should develop effective strategies for managing organizational conflict, based on the use of transactional leadership principles to create a more collaborative and positive work environment.

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