

Factors of Organizational conflicts affecting Yemeni Universities' performance from the perspective of Academic and Administrative leadership .

Abstract

Thesis Objectives :

This study aims at investigating and identifying the following :

- 1- Factors of organizational conflicts that affect Yemeni Universities' performance as viewed by University academic and administrative leadership.
- 2- Differences of statistical implications in the factors of organization conflict affecting the performance of Yemeni Universities' as seen by university academic and administrative leadership according to the variables of (University , gender , qualifications , years of experience , major of study , nature of position) .
- 3- Giving some recommendations that can effectively contribute to the tackling of organizational conflicts in university academic and administrative organizations and sections.

To achieve the goals and objectives which this study tries to fulfill the researcher has followed and used the survey descriptive method as required by the nature of the study in order to identify the factors of organization conflicts that adversely affect the level of performance in Yemeni universities, and subsequently .

The research sample has included the following:

- 1- Three universities, namely (Sana'a , Aden , Ibb) out of seven public Yemeni universities in total . This sample represents a proportion of (42.5 %) of the universities community in total.
- 2- (211) university academic and administrative leaders from the three universities selected randomly . This figure constitutes (32.5%) of the study total community that represents all university sections (academic and administrative staff) .

The study uses questionnaire as a tool in accordance with the research nature and objectives . The formulation of questionnaire (investigation study) has involved several steps beginning with reviewing previous literature reviews and educational literature reviews, consulting specialized people in educational administration , and finally ending in the questionnaire formulation in its primary form , consisting of (73) items each of which represents one of the organization conflict factors.

The questionnaire face validity is deduced and determined by the judgment of (14) specialized experienced referees. The process of deducing and determining the tool external validity has come out with the approval of referees on (58) items of the questionnaire and the omission of (15) items for being evaluated to be below the required approved percentage standing at (08%) .The (test- re-test) method along with Pearson's correlation coefficient has been employed to determine the tool reliability , where consistency coefficient stood at (84.0%).

The processing of data has been statistically done using the following statistic methods : statistics package of social sciences (SPSS) , Pearson's correlation coefficient , Fisher equation for determining average mean range , T. test , one-way ANOVA , Schife equation .

Findings : The research has come out with the following results :

- 1- All items of the research questionnaire have represented organization conflict factors strongly affecting Yemeni universities' performance as viewed by university academic and administrative leadership where the study items got average mean higher than the assumed mean reaching (3) except for three items representing weaker organization conflicts getting less average mean than the assumed mean .
- 2- The strongest organization factors have been observed to be relevant to economic , financial , training and rehabilitative aspects , participating in decision-making and service issues , dissatisfaction of the employee in his monthly pay , financial incentives and bonus , the absence of fair incentive and bonus policy that can promote and enhance the performance level , the need for holding rehabilitative training courses to improve the staff competence , the singularity of higher leadership in decision making , deterioration of the level of encouraging innovation , scarcity of essential services to cover the employee needs in universities , weak unfair evaluation of staff performance , less reception and acceptance of university leadership to objective criticism , mediation and favoritism in academic and administrative job appointments .
- 3- The minimum and least organization conflict factors have been noticed to be in the age variance for university staff , the clash of some requirements of the job with values and tradition and the employee's tendency to hostile practices.

As for statistical differences at (0.05) level concerning organization conflict factors according to the study variables , the results have shown the following :

- 1- There are statistical differences in (8) out of (58) factors in total according to (university) variable .
- 2- There are statistical differences in only (10) out of (58) factors in total according to (gender) variable .
- 3- There are statistical differences attributed to (qualifications) variable in (22) out of (58) factors.
- 4- There are statistical differences according to (years of experience) variable in (12) out of total (58) factors.
- 5- There are differences observed in (11) factors according to (nature of job) whereas these differences do not exist in (47) factors of the study ..
- 6- There are statistical differences according to the variable of (major of study) (practical sciences/ humanities) in only (7) out of total (58) factors.

Recommendations:

On the basis of study findings , the researcher has concluded with some recommendations the most important of which are as follows :

- 1- Taking these organization conflict factors into consideration while issuing any academic and administrative legislation , law , or making any decision or plan so that all universities can perform and fulfill all their assigned tasks and duties and achieve their main goals .
- 2- Calling for authorities ,parties concerned to legislate , issue laws and make rules and regulations for salary and incentive bonus policy that takes into account the continuous rise of prices and the higher living standards so that staff of universities can secure the provision of living means and requirements for themselves and their families and not to indulge themselves or be a part in such conflicts.

- 3- Selecting the best , most competent academic and administrative elements to undertake some basic duties in university work field irrespective of any other factors related to political or tribal position or esteem or any factors rather than competence and ability requirements .
- 4- Specifying staff duties , responsibilities and roles through staff-job categorization in university structures , and providing them with necessary information to achieve the required flexibility and balance between granted authority at hand , and required work and duties assigned to them for fulfillment.
- 5- Formulating a set of standards and criteria for annual evaluation of the performance of Yemeni universities' academic and administrative staff where the evaluation process should be honest and impartial.

Suggestions for further researches :

The researcher has suggested the following :

- 1- Conducting a study to identify and examine organization conflict factors focusing on a bigger sample of Yemeni universities covering all academic and administrative sections.
- 2- Making a comparative study on organization conflict factors affecting the performance of Yemeni universities and some other Arab universities .
- 3- Establishing a program (proposed model) for a strategy of tackling the phenomenon of organization conflict existing in Yemeni universities , and also training university leadership to handle and deal with organization conflicts that adversely affect Yemeni universities performance.
- 4- Carrying out a similar study to identify and investigate organization conflict factors affecting Yemeni universities' performance in the view of university students.