

Intragroup Conflict and its Impact on Job Satisfaction in Jordanian Orphans Fund Development Foundation

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Abstract

This study aimed to test the impact of intragroup conflict on job satisfaction in Jordanian Orphans Fund Development Foundation. The study adopted a three dimensional scale to measure intragroup conflict (task conflict, relationship conflict and process conflict), while job satisfaction was measured through five dimensions (job nature, promotion, salary, supervisor relationship and colleague relationship). To achieve study aims, a descriptive-analytical method was used. The study was conducted on a sample of (121) employees working in this institution. This study found that there is a medium-level average for intragroup conflict dimensions. As for the level of job satisfaction dimensions, it came different; it is high for the nature of work, supervisor relationship and colleague relationship, while this level was average for promotion and salary. Also, the results showed a significant impact of intragroup conflict on job satisfaction. It was also evident that there a significant impact of intragroup conflict on job satisfaction dimensions (job nature, promotion, supervisor relationship and colleague relationship) except salary.

Keywords: Intragroup Conflict, Job Satisfaction, Jordanian Orphans Fund Development Foundation..

1. Introduction

Organizational conflict is a general and natural case in most organizations, as it relates to the human factor that works in these organizations, and it varies according to the different personalities and cultures. Although the conflict carries chaos and inconsistency, it includes positive aspects represented in encouraging a spirit of competition among workers to improve efficiency and productivity.

Job satisfaction represents a positive feeling among the worker towards work and towards his organization, which pushes him towards working hard and excellence, which is what all organizations seek at the present time, given that the human element is the most important resource for organizations, and it is incumbent on them to improve the quality of service provided to customers, and increase productivity.

As for the Jordanian Orphans Fund Development Foundation, which was since its foundation in 1972, and is still the only official body responsible for preserving and developing minor orphans' funds (Orphans Fund Development Foundation, Annual Report, 2015, 2).

This institution is one of the important economic edifices in Jordan, whose assets amounted to (198.5) million dinars at the end of 2017 (Orphans Fund Development Foundation, Annual Report, 2017, 8). It manages and develops the funds of orphans transferred to it from the sharia courts, by investing them in the various investment fields, such as murabaha, shares, buildings, lands, and others for the benefit of the orphans who have funds deposited with the institution.

This diverse and multiple work is based on a cadre of employees in various basic functions and support from various administrative leadership, supervisory and executive levels, which must be a conflict between them by virtue of friction and overlap in the work, and who also differ in job satisfaction between them.

All this calls for highlighting and further study of this institution, and clarifying the role of human resources in it and the relationship between workers, the extent of the existence of organizational conflict between them and its types, the percentage of job satisfaction with them and the impact of organizational conflict on job satisfaction for these workers, and then come up with results and recommendations that may benefit researchers and studies In this field, it may also benefit the decision-makers in that institution and similar organizations in order to reduce the intensity of the conflict and maintain it within its natural levels and direct it towards the positive aspects of the work, and work to raise the percentage of job satisfaction among workers, which has a positive impact in improving productivity and reduce labor turnover in those organizations.

2. Problem and Questions

Organizational conflict is one of the most important challenges facing organizations, which may affect in one way or another the job satisfaction of employees, and therefore a negative impact on productivity and the quality of services provided, which organizations seek to reduce and keep within acceptable levels, and therefore the problem that the study sought to examine is in The following questions:

1. What is the level of conflict between members of the group in the Jordanian Orphans Fund Development Corporation?
2. What is the level of job satisfaction for workers in the Jordanian Orphans Fund Development Corporation?
3. Is there an impact of the conflict between the members of the group on job satisfaction in the Jordanian Orphans Fund Development Corporation?

3. Study Importance

The importance of this study lies in:

1. This study deals with two important dimensions (intragroup conflict and job satisfaction) of employees in Jordan Orphans Fund Development Corporation.
2. To study the Foundation for the Jordanian Development of Orphans Fund in depth, to highlight the role of this institution in the national economy and to explain its strengths and weaknesses, which may motivate researchers for more research and studies in this field.
3. Adding some knowledge to the Arab library, as studies dealing with the Jordanian Orphans Fund Development Foundation are relatively few, especially studies related to intragroup conflict and job satisfaction.
4. Providing officials in the Jordanian Orphans Fund Development Corporation with feedback that contributes to self-assessing their administrative behavior in managing and directing conflict in their institution.
5. The importance of the findings and recommendations presented by the study to decision makers in that institution and identifying the most effective methods in managing and directing the conflict.

4. Study Objectives

This study seeks to achieve the following goals:

1. Identify the level of existence of intragroup conflict dimension in the Jordanian Orphans Fund Development Corporation.
2. Knowing the level of job satisfaction in Jordanian Orphans Fund Development Corporation.
3. Knowing the impact of intragroup conflict on the job satisfaction of Jordanian Orphans Fund Development Corporation.

5. Theoretical Background

5.1. Intragroup Conflict

By virtue of the nature of the work, which necessitates the interaction between the workers, relations arise between the workers, so the behavioral sociologists gave this topic great attention, and they were interested in analyzing and revealing the nature of the mutual relations between individuals and their quality, in terms of the amount of their strength, their duration, and determining their directions. The objective analysis of interpersonal relationships is considered to give a clear understanding of human behavior and the nature of individual, collective and societal problems, especially that everything that takes place in social life ends in its last analysis to the nature of relationships between individuals, the nature of social and administrative life requires a person to engage in relationships with individuals (Al-Hassania, 2013, 86). Of course, as a result of relationships, conflict must occur, as conflict is one of the parts of organizations' lives of different types and shapes, and conflict is not a new thing in societies, as it is old from time immemorial. Simply stated as the dispute or conflict between two parties (Al-Mughrabi, 2010, 309).

Some see conflict as the process that begins when one side realizes that the other side is negatively affecting it, or is about to negatively affect it in something that the other side is interested in (Robbins, 2001, 243). While others see conflict from an administrative point of view within an organization in another way, organizational conflict is defined as the conflict resulting from conflict of goals between one group and another (Jones, 1995, 500).

It can be said that conflict is one of the natural phenomena that accompany individuals and groups in human societies, and it is one of the usual data for social interaction between individuals and groups, and given the difference in individuals' preparations, inclinations, desires, and orientations, and the difference of groups in their values and directions, and given that social interaction requires a network of mutual relations between individuals. And that the nature of the organizations calls for continuous change and development, because the conflict is part of the natural state of any society organization in general (Abu Sneineh & Al-Bayati, 2014).

The researchers believe that conflict is an inevitable result in any organization, and it cannot be suppressed or ignored, but the organization's management can direct and manage it properly, and encourage honest competition among workers, so that the conflict gives positive results to the organization, reflected in increasing productivity and improving performance.

There are many forms of conflict and its forms among individuals even within the same group, it may be a power center, or a distinct social center, or it may focus on obtaining a greater share of the returns and organizational rewards, as these and other forms of conflict include a kind of competition between members of the group over limited resources. On the other hand, the conflict between individuals may be the result of their differences over plans during planning, or as a result of their differences in feelings or trends (Abu Snaina and Al-Bayati, 2014).

If the interaction between members of the group is one of the most important elements of the collective process, conflict between individuals becomes inevitable, regardless of the degree of group cohesion, individuals still have their personalities, perceptions, values, directions, desires, and needs, which differ slightly or a lot among them, which makes the differences and thus Conflict between

group members is natural and inevitable. Individuals cooperate to a varying degree from full cooperation to full competition and conflict (Tawalbeh, 2008).

Conflict between individuals within organizations has become a global phenomenon, and thus a better awareness of the important situations and locations of the conflict will help the director in using individuals in organizations effectively in order to reach the goals of the institution, but lack of interest in it will be very costly, because ignoring the conflict will lead to the destruction of working relationships, and individuals, and if this happens, the incentive to teamwork and the effectiveness of the organization will be less adopted (Al-Qahyawi, 2015).

There are several forms of conflict between members of the Intragroup Conflict, as discussed in the study of Al-Qutb and Al-Khshali (2008), as follows:

- **Task Conflict:** The source of this type of conflict is the difference in the group's members regarding the group's decisions, and it can also happen because of their conflict of views and ideas in determining the group's goals.
- **Relationship Conflict:** refers to the difference, dissonance and personal annoyance that leads to enmity between members of the group, and as a result of this, the members of the group stop exchanging information and are not committed to the decisions of the group.
- **Process Conflict:** This type of conflict relates to the difference in the group's members regarding defining the group's business procedures, how to allocate the resources necessary to carry out their tasks, as well as their disagreement about the appropriate way to carry out the work.

5.2. Job Satisfaction

Organizations providing the service seek to be effective and distinct, and this therefore depends on the degree of satisfaction of its users (service providers), because this has an important and effective impact on the quality of the service provided to customers (Malhotra, 2004), which is the primary goal of these organizations.

Customer satisfaction has also been defined as the result of an effective evaluation process, so that some expectations are compared to perceived performance. If the perceived performance is less than expected performance, the customer will be dissatisfied, but if the perceived performance is greater than expected performance, customer satisfaction will be achieved (Khalifa & Liu, 2003).

Several studies have examined and assessed employee satisfaction, as employee satisfaction leads to their effective participation in the quality and excellence of institutional performance, and there is an important relationship between employee satisfaction and the quality of service provided as well as employee performance (Piriyanthanalai, 2012, 90).

Some have defined job satisfaction as the general evaluation of a user towards his work, which is influenced by the user's job location, incentives, control mechanism, and management system (Wang, 2012, 176). The job satisfaction of employees expresses in one way or another the emotional reactions of the individual to a specific job (Lock, 1983, 320)

If the organization wants to excel in its services and develop in its performance, it must pay great attention to the job satisfaction of its workers, because neglecting the satisfaction of the workers leads to neglecting a large part of the organization (Piriyanthanalai, 2012, 90).

The role of the institutions providing the service is to enhance the aspects that lead to job satisfaction, and reduce the negatives that lead to a decrease in the level of job satisfaction for workers, whether in terms of the work environment, salary, relationship between colleagues or the relationship with superiors, the extent of empowering workers and delegating the necessary powers To them, in order to get the job done fully.

There are several dimensions of job satisfaction for employees through which job satisfaction is measured, but most studies in job satisfaction have shown that it is a complex concept of several

elements: the nature of the work itself promotions, salary, the relationship with supervisors, and the relationship with co-workers. (Wang, 2012, 17).

In terms of work, the extent of the employee's independence and freedom of conduct is explained, and the suitability of the working conditions, such as ventilation and lighting, and in terms of supervision, good relations with supervisors are indicated, and does the employee pay the required attention, while the salary is shown, the extent of its adequacy to satisfy the employee's basic needs, the extent of his fairness, and his level compared to the organizations

In terms of promotion, the employee's opportunity to be promoted in higher positions in the administrative ladder and the extent to which the job is suitable for years of experience are indicated, and does the promotion give the employee the material and moral satisfaction required. Whereas, in terms of colleagues and the relationship with them, good relations between workers will be explained, the extent of benefits that the individual achieves from those relationships, and the extent to which colleagues recognize the employee's effort at work ((Wang, 2012, 177).

6. Literature Review

The study of Fitr and Muhammad (2015) indicated that the most prevalent types of organizational conflict among employees is the conflict between groups and management, and that managers use methods of calming, reconciling, avoiding, confronting, and force to resolve conflict between employees, and that employees are dissatisfied with salaries, incentives, rewards, work tasks and that the most distant satisfied with the employees was about superiors relationship and colleagues. As for the study of Salman and Saleh (2015), it was concluded that the level of development of individuals resulting from conflict is not the required level, due to the individual ego that overcame the conflict, the lack of interaction and the personal interest prevailing over the interest of the organization, and that the level of building cohesion caused by the conflict was weak, due to the lack of there is an attempt by the parties to the conflict to bridge the points of view and a relationship exists between the conflict, construction, and organizational symmetry. In a study conducted by Awad (2018) it showed a significant correlation between empowerment and job satisfaction for employees. As for the study Zhang and Zhang (2018) it concluded that task conflict can be solved easier than relationship conflict and it turned out that task conflict is a useful and effective functional conflict because it leads to the exchange of information, while relationship conflict causes hostility and tension and is not as effective as in task struggle. The Junaimah, See and Bashawir (2015) study also found a positive relationship between reward strength, experience power, reference strength, and employee satisfaction, while there was a negative relationship between coercive power, legal force, and employee satisfaction. In another study conducted by Terason (2018), its results indicated a positive linear relationship between conflict management and job satisfaction, that positive and negative organizational results alike can be due to organizational conflict, and that extreme and reckless management may lead to reversing positive organizational results in conflict management, in order to ensure the results of a positive conflict performance and an increase in concrete performance, conflict management practices must be kept at a low level as they do not lead to diminishing returns such as information overload, decision delay and wasted effort. The study also showed that in serious situations of conflict, conflict management has an impact on tangible organizational performance, due to the fact that employees feel empowered to express their feelings and deal with the conflict themselves.

7. Hypotheses

H1: There is a significant impact of intragroup conflict on job satisfaction in Jordanian Orphans Fund Development Corporation.

H2: There is a significant impact of intragroup conflict on job nature in Jordanian Orphans Fund Development Corporation.

H3: There is a significant impact of intragroup conflict on promotion in Jordanian Orphans Fund Development Corporation.

H4: There is a significant impact of intragroup conflict on salary in Jordanian Orphans Fund Development Corporation.

H5: There is a significant impact of intragroup conflict on supervisor relationship in Jordanian Orphans Fund Development Corporation.

H6: There is a significant impact of intragroup conflict on colleague relationship in Jordanian Orphans Fund Development Corporation.

8. Methodology

8.1. Sample

The study population consisted of all the employees in the Jordanian Orphans Fund Development Corporation, who numbered (230) employees. A sample of employees was chosen according to the simple random sample method. The sample size reached (144) employees (Sekaran & Bougie, 2010), and after the distribution of the questionnaire (121) questionable questionnaires were received, and this constitutes (84%) of the sample size.

8.2. Instrument

The study tool is represented in the questionnaire as a tool for collecting the primary data, and the study variables and their measures were guided, in addition to being guided by similar sources and previous studies that relate to the study variables. The study tool was designed as follows:

The first section: It includes the items that measure intragroup conflict (the independent variable) in its different types: task conflict, relationship conflict, process conflict. Items of this variable were developed based on the items mentioned in the Passos and Caetano (2005).

The second section: It includes the items that measure job satisfaction (dependent variable) with its indicators: Job nature, promotion, salary, supervisor relationship and colleague relationship. Items of this variable were developed based on the items mentioned in Hackman and Oldham (1975).

9. Results

Table (1) indicates the number of dimensions items for each variable on this study and reliability coefficient of these items, it's all greater than the statistically acceptable percentage (0.70) (Sekaran & Bougie, 2010). The highest value in mean it was for item (college relationship) with this value (4.35) and the lowest value in mean it was for item (relationship conflict) with this value (2.47).

Table 1: Descriptive statistics

Variables	Items	Alpha	Mean	Std.	Task Conflict	Relationship Conflict	Process Conflict	Job Nature	Salary	Supervisor Relationship	College Relationship
Task Conflict	6	0.76	3.23	0.65							
Relationship Conflict	5	0.79	2.47	0.70	0.42**						
Process Conflict	4	0.84	2.74	0.81	0.61**	0.77**					
Job Nature	3	0.73	3.99	0.63	-0.30**	-0.30**	-0.48**				
Promotion	3	0.87	3.22	0.95	-0.30**	-0.25**	-0.44**	0.52**			
Salary	3	0.72	3.25	0.82	0.03	0.08	0.08	0.40**	0.33**		
Supervisor Relationship	3	0.82	4.12	0.71	-0.34**	-0.08	-0.28**	0.75**	0.57**	0.47**	
College Relationship	3	0.71	4.35	0.55	-0.44**	-0.25**	-0.18*	0.53**	0.42**	0.41**	0.70**

H1: There is a significant impact of intragroup conflict on job satisfaction in Jordanian Orphans Fund Development Corporation.

Table 2: Intragroup conflict impact on job satisfaction

	B	Beta	T	Sig.
Task Conflict	-0.17	0.19	-1.75	0.08
Relationship Conflict	0.10	0.12	0.90	0.37
Process Conflict	0.22	0.31	-2.01	0.04
	R² = 0.14	F = 6.43	Sig. = 0.00	

Table (2) indicates the results of a linear multiple regression analysis for the intragroup conflict on job satisfaction of Orphans Fund Development Foundation. It showed that there is impact of intragroup conflict on job satisfaction, where the value of R² reached (0.14) and this means that intragroup conflict explains (14%) of the variance in job satisfaction, and the value of F (6.43), and the significance level was (0.00). About the dimensions of intragroup conflict, found that it has individual impact and it was significant for process conflict. Where B value (0.22) Beta value (0.31) and T value (-2.01) and significantly Sig. (0.04). As for task conflict and relationship conflict, its impact was not significant, as the degree of significance for them reached (0.08 and 0.37), which are greater than (0.05). The test results indicate acceptance of the first hypothesis of the study.

H2: There is a significant impact of intragroup conflict on job nature in Jordanian Orphans Fund Development Corporation.

Table 3: Impact of intragroup conflict on job nature

R²	B	F	Sig.
0.17	-0.43	25.00	0.00

Table (3) shows the results of a linear simple regression analysis for the impact of intragroup conflict on job nature of Jordanian Orphans Fund Development Corporation, and it showed that there is a significant impact of intragroup conflict on job nature, where the value of R² reached (0.17), this means that intragroup conflict explains (17%) of the variance in job nature, and the value of B (-0.43), while the value of F (25.00) with a significant level (0.00). The results of regression analysis indicate to accept of the second study hypothesis.

H3: There is a significant impact of intragroup conflict on promotion in Jordanian Orphans Fund Development Corporation.

Table 4: Impact of intragroup conflict on promotion

R²	B	F	Sig.
0.15	-0.61	20.50	0.00

Table (4) indicates the results of a linear simple regression analysis for the impact of social intragroup conflict on promotion of Jordanian Orphans Fund Development Corporation, where the value of R² reached (0.15), this means that intragroup conflict explains (15%) of the variance in promotion, and the value of B (-0.61), while the value of F (20.50) with a significant level (0.00). The results of regression analysis indicate to accept of the third study hypothesis.

H4: There is a significant impact of intragroup conflict on salary in Jordanian Orphans Fund Development Corporation.

Table 5: Impact of intragroup conflict on salary

R²	B	F	Sig.
0.01	0.10	0.66	0.42

Table (5) shows the results of a linear simple regression analysis for the impact of intragroup conflict on salary of Jordanian Orphans Fund Development Corporation, and it showed that there is not significant impact of intragroup conflict on salary, where the value of R^2 reached (0.01), this means that intragroup conflict explains (1%) of the variance in salary, and the value of B (0.10), while the value of F (0.66) with a significant level (0.42). The results of regression analysis indicate to reject the fourth study hypothesis.

H5: There is a significant impact of intragroup conflict on supervisor relationship in Jordanian Orphans Fund Development Corporation.

Table 6: Impact of intragroup conflict on supervisor relationship

R^2	B	F	Sig.
0.07	-0.32	9.53	0.00

Table (6) indicates the results of a linear simple regression analysis for the impact of social intragroup conflict on supervisor relationship of Jordanian Orphans Fund Development Corporation, where the value of R^2 reached (0.07), this means that intragroup conflict explains (7%) of the variance in supervisor relationship, and the value of B (-0.32), while the value of F (9.53) with a significant level (0.00). The results of regression analysis indicate to accept of the fifth study hypothesis.

H6: There is a significant impact of intragroup conflict on colleague relationship in Jordanian Orphans Fund Development Corporation.

Table 4: Impact of intragroup conflict on colleague relationship

R^2	B	F	Sig.
0.12	-0.32	16.40	0.00

Table (4) indicates the results of a linear simple regression analysis for the impact of intragroup conflict on colleague relationship of Jordanian Orphans Fund Development Corporation, where the value of R^2 reached (0.12), this means that intragroup conflict explains (12%) of the variance in colleague relationship, and the value of B (-0.32), while the value of F (16.40) with a significant level (0.00). The results of regression analysis indicate to accept of the sixth study hypothesis.

10. Discussion

This study attempted to verify the impact of intragroup conflict on job satisfaction of employees of Jordanian Orphans Fund Development Corporation. The results of the statistical analysis showed that there are medium levels of dimension intragroup conflict in the institution (task conflict, relationship conflict and process conflict). This medium level of conflict is important and necessary to provide an appropriate atmosphere of interaction and dialogue that leads to creative solutions and translate them into practice in the form of innovative activities. Whereas, the average levels of conflict lead employees to think and present as new, unlike the high or low levels of conflict that lead to lack of concentration, which is negatively reflected on the satisfaction and employees performance. With regard to the levels of dimensions of job satisfaction, they were different, they are high in relation to the job nature, supervisor relationship and colleague relationship, and medium in relation to promotion and salaries, this means that employees in the institution are satisfied and at high levels with the nature of their work and their relationships with their bosses and colleagues. But their satisfaction was not at required level for promotion system, as they feel that the upgrade is not related to efficiency, with a decrease in fairness in promotions, and the scarcity of training opportunities that lead them to upgrade. Also, salaries do not meet the requirements of living, in addition to the scarcity of incentives provided by the institution. The results of the study showed the existence of a significant impact of intragroup

conflict on job satisfaction, as the medium levels of the conflict demonstrated its significant impact on job satisfaction, especially the process conflict, as it was found that the process conflict was the critical factor in the significant of the impact of intragroup conflict on job satisfaction. The results also indicated that there is a significant impact of intragroup conflict on removing the job satisfaction except for the salary, as it was found that intragroup conflict has no significant impact on the salaries of employees, and the reason for this may be that the salary system in the institution does not depend on the achievement and efficiency of employees, but its reliance on seniority in the job.

11. Recommendations

1. The necessity of maintaining the intermediate level of conflict between members of the group, due to its impact on determining job satisfaction in the institution.
2. Providing training courses to qualify employees to obtain promotion opportunities, which is reflected in the improvement of their salaries and enabling them to cover living requirements.
3. Reconsidering the salary system in order to be more able to reward highly qualified and efficient employees.
4. Adopting consistent promotion criteria that achieve justice among all employees.

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