

The Impact of Organizational Conflict Management Strategies on Job Alienation a Comparative Study between Public and Private Hospitals in Jableh City

Rasha Hamdoush^{1*}, Reem Abdulmenaim Zakareia²

¹Department of Health Management, Faculty of Hospital Management, Al-Andalus University for Medical Sciences, Tartous, Syria; rh06@au.edu.sy

²Faculty of Hospital Management, Al-Andalus University for Medical Sciences, Tartous, Syria.

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Abstract. This research aims to investigate the impact of organizational conflict management strategies, including cooperation, avoidance, compromise, concession, and domination, on job alienation. The study was conducted in public and private hospitals in Jableh City. To achieve the study objectives, a descriptive-analytical approach was employed, utilizing a questionnaire distributed to 150 employees. Data was collected manually and entered into the (SPSS 26) statistical analysis software. Hypothesis testing was performed using mean, standard deviation, t-test, and multiple regression analysis. The findings of the study are as follows: There is no statistically significant relationship between organizational conflict management strategies and job alienation in public and private hospitals in Jableh City. There is a statistically significant relationship between avoidance and cooperation strategies and job alienation in public and private hospitals in Jableh City. There is no statistically significant relationship between domination, concession, and compromise strategies and job alienation in public and private hospitals in Jableh City, the study recommended for: Promoting a positive culture of conflict management and encourage dialogue, negotiation providing training programs for employees on conflict management skills. Enhancing effective communication and encouraging direct and clear communication among colleagues. And providing a fair work environment and reward employees for their outstanding performance.

1. INTRODUCTION

The human element is one of the most important resources for organizations; it represents their foundation in achieving success and fulfilling their objectives. Therefore, management focuses its efforts on guiding its employees and positively building their capacities by linking their goals to those of the organization, while working to create an organizational climate that supports participation, mutual respect, a sense of responsibility and belonging, and fosters a spirit of cooperation and loyalty at work (Hamdoush,2020).

The nature of organizations encompasses various elements of human resources in ways of thinking that may lead to conflict. Additionally, the immense change, speed, technological advancement, and competition that organizations are experiencing have led to the emergence of organizational conflict, which is considered one of the key indicators supporting and endorsing decisions aimed at developing work and achieving goals (Al-Lamdani, 2022).

Human systems cannot remain static as long as they are, in essence, open social activities interacting with the environment in which they exist (Al-Harhasha & Al-Hiti,2006). The nature of individuals and organizations necessitates development and change, as stability and permanence are unnatural states. Therefore, conflicts often accompany the changes occurring in the prevailing relationships (Khudhir,2002)

Given the importance of conflict management in various organizations, researchers have placed significant emphasis on the process of conflict management. Consequently, conflict management strategies have diversified and varied according to the level at which they occur (Qutayshat,2010). These strategies have contributed to achieving positive outcomes by developing ways to address conflict.

Job alienation is one of the important issues faced by employees in their work. It is also a social phenomenon through which an individual feels isolated from their colleagues, alienated from themselves, and senses a discrepancy between the goals they wish to achieve and what they actually do in their work. All these phenomena negatively affect their performance and, consequently, reflect on their level of satisfaction with their wages and work.

This study was conducted to investigate the impact of organizational conflict management strategies on job alienation.

1.1. Previous Studies

Study (Al-Attar, 2010), aimed to determine the impact of organizational conflict management strategies on job alienation from the perspective of employees working in ministry centers in Jordan. To achieve the study's objectives, a questionnaire was designed and developed, which was distributed to a randomly selected sample of employees in the ministry centers in Jordan. Data were analyzed using SPSS software. The study recommended several recommendations, the most important of which are: providing those responsible for resolving organizational conflicts with the necessary knowledge and skills to manage organizational conflict, and using methods that enhance the positive aspects for the parties involved in organizational conflict by involving them in training courses.

Study (M. Valikhani& E. Soltani, 2015), aimed to highlight the impact of dimensions of job alienation (powerlessness, poverty,

and self-alienation) on organizational citizenship behavior in Sepah Bank in Shohreza and Dehaghan, Iran. To achieve the study's objectives, a questionnaire was used as a tool for collecting primary data. The study concluded that enhancing the relationship between the employee and the organization or institution they work for positively influences their behavior and reduces feelings of job alienation. Additionally, organizational efforts in the employee selection process during hiring are beneficial and may help mitigate the negative effects of self-alienation.

Study (Korkmaz & Sibel Aydemir, 2015), aimed to investigate the impact of organizational conflict management on organizational alienation and the types of relationships between dimensions of organizational conflict management and job alienation. It also examined how organizational conflict management and job alienation are affected by demographic variables, including gender, marital status, income status, education, and work experience. The data obtained from the surveys were interpreted after being analyzed using SPSS software, with the study aiming to guide decision-makers in creating new human resources policies within their institutions. One of the key findings of the study was its exploration of the causes of conflict and which dimension of conflict management is most effective.

Study (Okasha, 2018), aimed to identify the reality of organizational conflict among employees in the Palestinian Ministry of Health, uncover the status of conflict management strategies, assess the state of alienation, and highlight the differences in conflict management within the Ministry of Health in relation to certain variables. It sought to provide recommendations for decision-makers in the Ministry of Health to achieve a better performance level. The researcher prepared a questionnaire containing questions about organizational conflict and job alienation, which was distributed to employees in supervisory roles in the Ministry of Health to identify the situation regarding alienation. The results showed that the relative weight of the level of alienation was moderate according to the survey sample.

Study (Al-Sheikh; Hamdoush, 2019), aimed to identify the impact of organizational conflict on job alienation among employees of the General Authority of Al-Basel Hospital in Tartous. The researcher used a descriptive approach based on a questionnaire to obtain the opinions of the study sample, which led to the following results: There is a relationship between role ambiguity, work pressure, and job alienation in the hospital—there is no relationship between the organizational climate and job isolation.

1.2. Comparison of Previous Studies with This Study

We note that all previous studies relied on the concept of organizational conflict management strategies and the impact of job alienation, each examined separately in multiple hospitals. In contrast, this study attempts to link organizational conflict management strategies and their effect on job alienation, making a comparative study between public and private hospitals. This study is similar to previous studies in that it is a descriptive analytical study and also shares similar dimensions used in those studies.

1.3. Research Problem

After reviewing the relevant previous studies, the current research problem is represented by the following main question: What is the impact of organizational conflict management strategies on job alienation between public and private hospitals Jableh city?

This leads to the following sub-questions:

1. Is there an impact of the organizational conflict management strategy (collaboration strategy) on job alienation between public and private hospitals Jableh city?
2. Is there an impact of the organizational conflict management strategy (avoidance strategy) on job alienation between public and private hospitals Jableh city?
3. Is there an impact of the organizational conflict management strategy (accommodating strategy) on job alienation between public and private hospitals Jableh city?
4. Is there an impact of the organizational conflict management strategy (compromise strategy) on job alienation between public and private hospitals Jableh city?
5. Is there an impact of the organizational conflict management strategy (power and control strategy) on job alienation between public and private hospitals Jableh city?
6. Do responses of the sample individuals regarding organizational conflict management strategies differ based on demographic and job variables (gender, age, marital status, educational qualification, and experience) between public and private hospitals Jableh city?
7. Do responses of the sample individuals regarding job alienation differ based on demographic and job variables (gender, age, marital status, educational qualification, and experience) between public and private hospitals Jableh city?

1.4. Importance of the Research

Scientific Importance: The study contributes to providing a comprehensive understanding of organizational conflict management strategies and their dimensions, as well as the phenomenon of job alienation. It offers new information and references that enrich scientific knowledge in this field. The study helps find effective solutions to job alienation issues by analyzing the underlying factors.

Practical Importance: The study demonstrates the effectiveness of organizational conflict management strategies in alleviating the issue of job alienation in the healthcare sector. It provides practical, applicable recommendations for hospitals to improve the work environment and reduce feelings of alienation among employees. This, in turn, aids in enhancing hospital performance by minimizing conflicts and fostering a sense of belonging among staff. The study presents significant scientific and practical contributions in the area of organizational conflict management and job alienation in hospitals.

1.5. Research Objectives

This research aims to:

- Measure organizational conflict management strategies in public and private hospitals in Jableh city.
- Determine the impact of implementing organizational conflict management strategies on job alienation.
- Measure the relationship between organizational conflict management strategies and job alienation.

Measure the differences between the average responses of participants regarding the use of conflict management strategies in public and private hospitals Jableh city, attributed to the following variables (gender, age, marital status, educational qualification, and years of service).

Provide recommendations for the managers of public and private hospitals Jableh city and stakeholders.

1.6. Research Variables

Independent Variable: Organizational conflict management strategies and their dimensions (collaboration, avoidance, accommodating, compromise, power, and control).

Dependent Variable: Job alienation.

1.7. Research Hypotheses

Based on the research problem and previous studies, the research hypotheses were formulated as follows:

Main Hypothesis: There is no statistically significant effect at a significance level of $(0.05 \leq \alpha)$ of organizational conflict management strategies on job alienation among employees in public and private hospitals Jableh city.

Sub-hypotheses: The following sub-hypotheses arise from this main hypothesis:

1. There is no statistically significant effect at a significance level of $(0.05 \leq \alpha)$ of the collaboration strategy on job alienation among employees in public and private hospitals Jableh city.
2. There is no statistically significant effect at a significance level of $(0.05 \leq \alpha)$ of the compromise strategy on job alienation among employees in public and private hospitals Jableh city.
3. There is no statistically significant effect at a significance level of $(0.05 \leq \alpha)$ of the avoidance strategy on job alienation among employees in public and private hospitals Jableh city.
4. There is no statistically significant effect at a significance level of $(0.05 \leq \alpha)$ of the accommodating strategy on job alienation among employees in public and private hospitals Jableh city.
5. There is no statistically significant effect at a significance level of $(0.05 \leq \alpha)$ of the power and control strategy on job alienation among employees in public and private hospitals Jableh city.

1.8. Research Methodology and Data Collection Tools

Given the nature and objectives of the study, the descriptive analytical approach was chosen as a suitable tool for studying the phenomenon in question, relying on a questionnaire as a method for collecting data and information from the surveyed individuals. The data were then entered into the statistical analysis program (SPSS 26).

A questionnaire was prepared on "The Impact of Organizational Conflict Management Strategies on Job Alienation among Employees in Public and Private Hospitals in Jableh City." The study was based on prior research (Hamdoush, 2019& Marzooq, 2011& Khalayleh, 2010) with adjustments made to the statements of the questionnaire to suit the current study. The questionnaire comprised (35) statements addressing organizational conflict management strategies and job alienation.

A variety of necessary statistical methods were employed to analyze the data collected from the research sample, utilizing the following statistical tools: Cronbach's Alpha Frequency, distributions, percentages, mean. Standard Deviation, one-Way ANOVA, independent Samples t-Test and multiple and Simple Regression to test the study hypotheses.

1.9. Data Collection Tools and Sources

Primary Data: To address the analytical aspects of the study topic, the researcher collected primary data through a questionnaire specifically designed for this purpose.

Secondary Data: This includes Arabic and foreign books and references, related articles and reports, and previous research and studies that addressed the study topic. Research and browsing were also conducted on various internet sites.

Research Population and Sample: The research population consists of employees in all public and private hospitals Jableh city, which are:

Table 1: Public and private hospitals Jableh city and the number of employees.

Hospital	Type of hospital	Number of employees
Martyr Ibrahim Namaa national hospital, Jableh	Public	870
Al-Noor specialized hospital	Private	150
Al-As'ad specialized hospital	Private	45
Al-Hekma hospital	Private	25
Total		1090

Source: Based on data from the Latakia Health Directorate (Hamdoush,2020).

1.10. Sample of the Research

The total number of employees in the public and private hospitals Jableh city is as follows: (Martyr Jableh National Hospital: 870 employees, Al-Noor Specialized Hospital: (150) employees, Al-As'ad Specialized Hospital: (45) employees), with a total of (1065) employees. Al-Hekma Hospital was excluded from the study sample due to the small number of employees.

The sample size was determined according to Stephen Thompson's law (Thompson, 1992, p. 66) for calculating the simple random sample size of the total number of employees in both public and private hospitals. The formula used is:

$$N * p(1 - p) / \left[\left((N - 1) * \left(\frac{d^2}{z^2} \right) \right) + p(1 - p) \right]$$

Where:

1. N is the total population size.
2. n is the sample size.

3. d is the margin of error (0.05).
 4. p is the proportion of the characteristic being measured (0.50).
 5. Z is the z-score corresponding to a significance level of 0.95.
- After performing the calculations, it was found that the sample size $n = 150$.

A total of (150) questionnaires were distributed to random samples in proportion to the number of employees in each hospital. Specifically, (100) questionnaires were distributed to Jableh National Hospital, (35) questionnaires to Al-Nour Specialized Hospital, and (15) questionnaires to Al-As'ad Specialized Hospital.

1.11. Research Limits

Temporal Limits: The research period is defined for the first quarter of the year 2024.

Spatial Limits: The study was conducted in public and private hospitals in Jableh (Martyr Ibrahim Namaa National Hospital, Al-Nour Specialized Hospital, Al-As'ad Specialized Hospital).

Scientific Limits: The study focuses on organizational conflict management strategies and their dimensions (collaboration, avoidance, accommodating, compromise, power, and control) with job alienation as the sole dependent variable.

2. RESEARCH LITERATURE

2.1. Concept of Organizational Conflict Management

Organizational conflict management is defined as the analysis of the nature of conflicts in terms of their subject, the main reason for their occurrence, or the level at which they occur, whether individual, group-based, or across different organizations. Organizational conflict management can also be understood as a process of planning, organizing, and directing conflict to serve the organization's goals by selecting individuals, groups, and possible means for this purpose. This process begins with diagnosing the conflict and understanding its causes, leading to the development of an appropriate approach to manage it (Sara, 2019). Additionally, it refers to the methods and techniques used by leaders to resolve disputes among group members or between groups. It can also be described as the actions taken by leaders to address conflicts among individuals or groups to break out of a state of stagnation experienced by the organization (Hamou Amani, 2023). Others define it as the approach or mechanism followed by a manager that enables them to direct disputes or differences arising from behavioral patterns, whether between the manager and their employees or among employees themselves. This includes aligning behavior with the organizational preferred style and employing it towards innovative change and development among employees, thereby increasing the effectiveness of the administrative organization (Ali; et al, 2017). It is also defined as the procedures utilized by an individual in an educational institution to resolve and manage conflict, aiming to navigate the conflict situation as effectively as possible by using appropriate conflict management strategies from among the available and suitable options (Ali Ahmad, 2018).

From the previous definitions, we conclude that defining organizational conflict management does not imply the absence of conflicts within the organization. Resolving organizational conflicts means completely eliminating them, while managing them requires initially diagnosing the conflicts to assess their magnitude and understand their causes, allowing for interventions to address and manage them effectively (Al-Khalaylah, 2010).

2.2. Strategies for Organizational Conflict Management

Due to the importance of conflict management in various organizations, researchers have attached great significance to the conflict management process to achieve better organizational effectiveness by designing multiple models that assist individuals in how to manage conflict. Consequently, conflict management strategies have varied according to the level at which they occur (Al-Abidi, 2008). Among these strategies are those identified by Thomas and Kilmann, which the researcher relied upon in this study. Below is a detailed explanation of these strategies:

1. Avoidance Strategy (No Cooperation, No Assertiveness)

This strategy refers to not confronting the conflict, in which neither party attempts to achieve their own goals or those of the other party. Instead, the individual withdraws from the conflict situation or suppresses it. Consequently, the manager attempts to maintain homogeneity and a relative calm regarding existing differences within the organization, aiming to prevent feelings of anger and frustration among subordinates (Al-Louh, 2008). This approach can be beneficial in situations where employees need time to think, reflect, and reconsider matters (Al-Abidi, 2008). Although this strategy is associated with withdrawal and avoidance of confrontation, it does not mean that the conflict disappears; rather, it may remain latent and could manifest more dangerously later (Qutayshat, 2010). The basic assumption of this strategy is a (Lose/Lose) situation due to the managers' reluctance to cooperate and the loss of any potential contributions to the working relationship, as well as the managers' inability to deal with the conflict (Wesenski, 1999).

2. Power and Control Strategy (Assertiveness, No Cooperation)

In this strategy, the individual attempts to achieve their personal interests regardless of the interests of others. The basic assumption here is that conflict is a win/lose process, so the manager tries to force employees to comply with their views, power and proposals (Al-Khalaylah, 2010). When using the control strategy, the manager discusses the conflict in an atmosphere filled with tension and anxiety among the conflicting parties, monopolizing the conversation and not allowing the conflicting parties to express their viewpoints. The manager ignores the reasons for the conflict and employs threats and intimidation to compel the conflicting parties to make concessions regarding their rights, imposing severe penalties on them. The use of this strategy in conflict management has negative effects, as it achieves the goals of one conflicting party at the expense of the other, leading to feelings of frustration and low morale. However, employing this strategy may be appropriate in emergencies when quick and decisive action is necessary in a conflict situation (Al-Amira, 2002).

3. Accommodation Strategy (Cooperation, No Assertiveness)

According to Thomas and Kilmann, this strategy is characterized by low concern for oneself and high concern for others. In this approach, the manager sacrifices their interests and needs to satisfy others and fulfill their desires (Qutayshat, 2010). The basic assumption of this strategy is a (loss/gain) scenario, as the proposed conflict resolution results from persuading one party to relinquish their rights in favor of the other party (Wesenski, 1999). In this strategy, the manager acts as if they believe the conflict will resolve over time and encourages the conflicting parties to collaborate in an attempt to reduce tension. This style promotes

the concealment of emotions from the parties involved, which limitations its effectiveness in dealing with many issues (Al-Amira,2002).

4. Compromise Strategy (Partial Cooperation and Assertiveness)

This strategy involves the manager using negotiation techniques among the conflicting parties to gain partial agreement and satisfaction for both sides (Al-Amira,2002). It is based on the principle of give-and-take, where each party concedes something or specific gains to reach a solution that satisfies both (Qutayshat,2010). The fundamental assumption of this strategy is a (Win/Loss, Win/Loss) situation because each party receives part of what they want while having to give up something else (Qutayshat,2010). This strategy aims to buy time until the emotions of the conflicting parties calm down, reducing the intensity of the conflict. It includes settling "secondary" points of disagreement while allowing essential issues to remain or decrease in urgency over time (Wesenski,1999).

5. Collaboration Strategy (Both Cooperation and Assertiveness)

This strategy requires the manager to engage all conflicting parties with the assumption that a solution can be found, and therefore they strive to defeat the problem rather than each other. The goal is to reach a solution that satisfies both parties by reviewing points of disagreement and agreement, utilizing ideas from both sides to arrive at an innovative solution (Al-Khalaylah,2010). The fundamental assumption of this strategy is a (Win/Win) scenario, as it involves identifying areas of strength and difference, evaluating alternatives, and selecting solutions that receive support and commitment from both parties (Al-Amira,2002).

Idris and El-Morsi (2004) argue that this strategy is an ideal approach to conflict resolution but is extremely difficult to implement practically. It seeks to resolve conflicts by maximally concerning itself with the interests of both parties, and its success requires cooperation and a willingness to reconcile from both sides (Qutayshat,2010).

Al-Jundi (1998) highlights that employing this strategy necessitates gathering as much relevant data and facts as possible to demonstrate the importance of the desired change, identifying the values held by the conflicting parties that hinder reaching an appropriate decision, and emphasizing some philosophical values that reconcile viewpoints. These values should align with the required change while preventing any actions that might harm competing group members (Wesenski,1999).

2.3. Concept of Job Alienation

Job alienation is a state or feeling that describes the relationship between the individual and the job they perform within their organization or institution. It represents a disconnection between the individual and the job. A high degree of job alienation indicates a weak psychological attachment between the individual and their job. Consequently, the job, with its tasks, responsibilities, and activities, does not hold real value for the individual; rather, the material rewards associated with it provide true satisfaction, often referred to as self-actualization (Shu'ibat; et al,2014). The concept of job alienation in studies is grounded in the idea of job effectiveness, meaning the individual's sense of their ability to impact their work environment, whether in decision-making or in the outcomes that affect the society in which they live. Based on this, an individual who feels limited in their opportunities to influence this process in society is considered to be job-alienated (Abdullah Hlas,2016). Both Marx and Weber noted that job alienation is the worker's feeling that their job is an external factor and their lack of internal independence at work. Due to the difficulty of precisely defining the state of alienation, numerous interpretations of this concept have emerged since then (Amirkhani & Safikhani,2015). Job alienation often occurs when an individual has a negative attitude towards people and the world around them, leading to feelings of unhappiness, which can cause estrangement from family, community, or culture. Oliver (Oliver ,2004) refers to job alienation as a "zone of non-belonging." Since an individual's sense of belonging is achieved through acceptance and evaluation by other members of their community or family, they may feel worthless when rejected. Symptoms of alienation include estrangement, indifference, a lack of deep commitment to anything, withdrawal from work, a decline in relationships, and isolation (Raselekoane,2008). Therefore, job alienation is a highly concerning phenomenon and an indicator that the organization is undergoing a genuine crisis that could accelerate its decline.

3. RESULTS AND DISCUSSION

3.1. Testing Reliability and Internal Consistency

The reliability of the scale was calculated using Cronbach's Alpha for each variable in the study. The closer the Cronbach's alpha value is to one, the higher the reliability, while values closer to zero indicate a lack of reliability. Table down shows the reliability coefficients for the research variables.

Table 2: Reliability coefficients for research variables - Cronbach's alpha.

	Number of Items	Alpha Coefficient
Total Items	35	0.691

Source: Outputs of SPSS Program

The results indicate that the values of Cronbach's alpha in the study exceed 0.6, which signifies that the questionnaire has acceptable reliability.

3.2. Study Tool

The degree of response to the items in the questionnaire was assessed using a five-point Likert scale, which categorizes responses into five categories ranging from "Strongly Disagree" to "Strongly Agree," as outlined in the following table:

Table 3: Five-point likert scale.

Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Response
5	4	3	2	1	Score

3.3. Frequencies and Percentages of Demographic Variables

Table 4: Distribution of the sample by gender.

Gender hospital name cross tabulation			Hospital name			Total
			Jabla national hospital	Al-Noor specialized hospital	Al-As'ad specialized hospital	
Gender	Male	Count	13	13	2	28
		Percentage	13.3%	38.2%	13.3%	19.0%
	female	Count	85	21	13	119
		Percentage	86.7%	61.8%	86.7%	81.0%
Total		Count	98	34	15	147
		Percentage	100.0%	100.0%	100.0%	100.0%

Table above shows that the higher percentage of the sample consisted of females in all hospitals compared to the number of males in the same public and private hospitals. The percentage of females in Jebla National Hospital and Al-As'ad Specialized Hospital was 86.7%, while the percentage of females in Al-Nour Specialized Hospital was 61.8% in the study sample. The percentages of males were 13.3% in Jebla National Hospital and Al-As'ad Specialized Hospital, while it was 38.2% in Al-Nour Specialized Hospital in the study sample. It is notable that the majority of hospital workers in the study sample from the city of Jebba are females.

Table 5: Distribution of the sample by age.

Age hospital name cross tabulation			Hospital name			Total
			Jabla national hospital	Al-Noor specialized hospital	Al-As'ad specialized hospital	
Age	Less than 30 years	count	6	16	10	32
		Percentage	6.1%	47.1%	66.7%	21.8%
	From 30 to 39 years	count	32	12	5	49
		Percentage	32.7%	35.3%	33.3%	33.3%
	From 40 to 49 years	count	52	4	0	56
		Percentage	53.1%	11.8%	0.0%	38.1%
	50 years and older	count	8	2	0	10
		Percentage	8.2%	5.9%	0.0%	6.8%
	Total	count	98	34	15	147
		Percentage	100.0%	100.0%	100.0%	100.0%

The previous table indicates that the largest age group in Jebba National Hospital was among those aged 40-49 years, accounting for 53.1%, followed by the ages 30-39 years at 32.7%. The percentages for those aged under 30 years and over 50 years were 6.1% and 8.2%, respectively, in the study sample. In contrast, the highest percentage of ages in Al-Nour Specialized Hospital and Al-As'ad Specialized Hospital was in the group under 30 years, with 35.3% in Al-Nour and 66.7% in Al-As'ad, followed by the ages 30-39 years at 35.3% in Al-Nour and 33.3% in Al-As'ad. The lowest percentages at both private hospitals were in the age groups 40-49 years and over 50 years, with very low numbers in the study sample. It is noteworthy that the majority of staff in Jebba Hospital are older, unlike the staff in the private hospitals, where the largest number is of young workers.

Table 6: Distribution of the sample by marital status.

Marital status hospital name cross tabulation			Hospital name			Total
			Jabla national hospital	Al-Noor specialized hospital	Al-As'ad specialized hospital	
Marital status	Single	Count	21	20	11	52
		Percentage	21.4%	58.8%	73.3%	35.4%
	Married	Count	77	14	4	95
		Percentage	78.6%	41.2%	26.7%	64.6%
Total		Count	98	34	15	147
		Percentage	100.0%	100.0%	100.0%	100.0%

The previous table indicates that the number of married individuals in Jebba National Hospital constituted the largest percentage at 78.6%, while singles accounted for 21.4%. In Al-Nour Specialized Hospital and Al-As'ad Specialized Hospital, the percentage of single individuals was higher, with 58.8% in Al-Nour and 73.3% in Al-As'ad, while the percentage of married individuals was 41.2% in Al-Nour and 26.7% in Al-As'ad in the study sample.

Table 7: Distribution of the sample by educational qualification.

Educational qualification cross tabulation			Hospital Name			Total
			Jabla national hospital	Al-Noor specialized hospital	Al-As'ad specialized hospital	
Educational qualification	Below secondary	Count	11	1	0	12
		Percentage	11.2%	2.9%	0.0%	8.2%
	General	Count	58	4	2	64
		Percentage	59.2%	11.8%	13.3%	43.5%
	Bachelor's degree	Count	28	25	12	65
		Percentage	28.6%	73.5%	80.0%	44.2%
	Graduate studies	Count	1	4	1	6
		Percentage	1.0%	11.8%	6.7%	4.1%
Total		Count	98	34	15	147
		Percentage	100.0%	100.0%	100.0%	100.0%

The previous table shows that the percentage of individuals with a general secondary education in Jebbla National Hospital was the highest in the study sample, at 59.2%, followed by those with a bachelor's degree at 28.6%. In Al-Noor Specialized Hospital and Al-As'ad Specialized Hospital, the highest percentage was among those holding a bachelor's degree, with 73.5% in Al-Noor and 80% in Al-As'ad in the study sample, followed by those with a general secondary education at 11.8% for Al-Noor and 13.3% for Al-As'ad. The remaining categories (below secondary and graduate studies) had the lowest percentages in both the public and private hospitals studied.

Table 8: Distribution of the sample by years of service.

Years of service cross tabulation			Hospital name			Total
			Jabla national hospital	Al-Noor specialized hospital	Al-As'ad specialized hospital	
Years of service	Less than 5 years	Count	3	17	11	31
		Percentage	3.1%	50.0%	73.3%	21.1%
	5 - 10 years	Count	15	11	3	29
		Percentage	15.3%	32.4%	20.0%	19.7%
	More than 10 years	Count	80	6	1	87
		Percentage	81.6%	17.6%	6.7%	59.2%
Total		Count	count	34	15	147
		Percentage	Percentage	100.0%	100.0%	100.0%

The previous table shows that the percentage of individuals with more than 10 years of service was highest in Jebbla National Hospital at 81.6%, while those with 5-10 years of service accounted for 15.3% of the study sample. In Al-Noor Specialized Hospital and Al-As'ad Specialized Hospital, the largest percentage of years of service was in the category of less than 5 years, with 50% for Al-Noor and 73.3% for Al-As'ad, followed by those with 5-10 years of service at 32.4% for Al-Noor and 20% for Al-As'ad. The percentage of individuals with more than 10 years of service was 17.6% for Al-Noor and 6.7% for Al-As'ad in the study sample.

3.4. Results of the Descriptive Analysis of the Study Variables

Table 9: Mean and standard deviation of the study variables.

Descriptive		N	Mean	Std. Deviation	Std. Error
Avoidance strategy	Jebbla national hospital	98	2.4531	0.56096	0.05667
	Al-Noor specialized hospital	34	2.9706	0.80171	0.13749
	Al-As'ad Specialized Hospital	15	2.5067	0.51750	0.13362
	Total	147	2.5782	0.65339	0.05389
Power and control strategy	Jebbla national hospital	98	3.2306	0.70541	0.07126
	Al-Noor specialized hospital	34	3.6941	0.56833	0.09747
	Al-As'ad specialized hospital	15	3.2400	0.51381	0.13266
	Total	147	3.3388	0.68351	0.05637
Concession strategy	Jebbla national hospital	98	3.7490	0.51558	0.05208
	Al-Noor specialized hospital	34	3.3588	0.62042	0.10640
	Al-As'ad specialized hospital	15	3.9600	1.64265	0.42413
	Total	147	3.6803	0.74674	0.06159
Compromise strategy	Jebbla national hospital	98	3.8388	0.42949	0.04338
	Al-Noor specialized hospital	34	3.4118	0.85130	0.14600
	Al-As'ad specialized hospital	15	3.8000	0.38545	0.09952
	Total	147	3.7361	0.57671	0.04757
Cooperation strategy	Jebbla national hospital	98	3.9306	0.39596	0.04000
	Al-Noor specialized hospital	34	3.4941	0.76473	0.13115
	Al-As'ad specialized hospital	15	3.8933	0.31045	0.08016
	Total	147	3.8259	0.52825	0.04357
Organizational management strategies	Jebbla national hospital	98	3.4404	0.23363	0.02360
	Al-Noor specialized hospital	34	3.3859	0.48241	0.08273
	Al-As'ad specialized hospital	15	3.4800	0.41266	0.10655
	Total	147	3.4318	0.32553	0.02685
Job alienation	Jebbla national hospital	98	3.0898	0.29654	0.02996
	Al-Noor specialized hospital	34	3.5029	0.64877	0.11126
	Al-As'ad specialized hospital	15	3.1400	0.54353	0.14034
	Total	147	3.1905	0.46010	0.03795

We may note that the values of all research variables are medium or low:

The results of the analysis for the avoidance strategy showed a moderate response among the sample individuals in all hospitals in the study sample, with the mean score for this strategy being moderate within a range of (2.45 to 2.97) and an average of (2.57), with a standard deviation of (0.653). Thus, it can be said that the sample individuals studied have a moderate awareness of the avoidance strategy in all public and private hospitals included in the study.

- The results of the analysis for the power and control strategy indicated a slightly high response among the sample individuals in all hospitals in the study sample, with the mean score for this strategy being slightly high within a range of (3.23 to 3.69) and an average of (3.33), with a standard deviation of (0.683). Therefore, it can be asserted that the studied sample individuals have a slightly high awareness of the power and control strategy across all public and private hospitals in the study.
- The results of the analysis for the concession strategy indicated a slightly high response among the sample individuals in all hospitals in the study sample, with the mean score for this strategy being slightly high within a range of (3.35 to 3.96) and an average of (3.68), with a standard deviation of (0.746). Consequently, it can be said that the individuals in the sample have a slightly high awareness of the concession strategy in all public and private hospitals in the study.
- The results of the analysis for the compromise strategy indicated a slightly high response among the sample individuals in all hospitals in the study sample, with the mean score for this strategy being slightly high within a range of (3.41 to 3.83) and an average of (3.73), with a standard deviation of (0.576). Thus, it can be concluded that the individuals studied have a slightly high awareness of the compromise strategy in all the hospitals surveyed.
- The results of the analysis regarding the cooperation strategy showed a slightly high response among the sample individuals in all hospitals in the study sample, with the mean score for this strategy being slightly high within a range of (3.49 to 3.93) and an average of (3.82), with a standard deviation of (0.528). It can, therefore, be stated that the sampled individuals have a slightly high awareness of the cooperation strategy in all public and private hospitals included in the study.
- In all organizational conflict management strategies, it is noted that the level of responses is moderate to high across all hospitals examined in the study.
- The results of the analysis for the job alienation dimension showed a moderate response among the sample individuals in all hospitals in the study sample, with the mean score for this strategy being moderate within a range of (3.08 to 3.50) and an average of (3.19), with a standard deviation of (0.460). Thus, it can be concluded that the individuals studied have a moderate awareness of job alienation across all public and private hospitals in the study.

Here's the summarized analysis based on the provided SPSS output regarding differences between research variables according to the type of hospital and demographic factors:

3.5. Testing Differences between Research Variables Based on Hospital Type

Table 10: Independent samples t-Test for differences between public and private hospitals by research variables.

Table 20: Independent samples t Test for differences between public and private hospitals by Research variables									
Group statistics		Hospital type	N	Mean	Std. Deviation	Std. Error mean	t	df	Sig. (2-tailed)
Organizational conflict management strategies	Public	98	3.4404	0.23363	0.02360	0.450	145	0.653	
	Private	49	3.4147	0.45998	0.06571				
Job alienation	Public	98	3.0898	0.29654	0.02996	-3.934	145	0.000	
	Private	49	3.3918	0.63569	0.09081				

We may note the following: first, there are no statistically significant differences in the overall organizational conflict management strategies based on hospital type at a significance level greater than 0.05. Second, significant differences were found in job alienation based on hospital type at a significance level less than 0.05.

3.6. Testing Differences Based on Demographic Variables

3.6.1. By Gender

Table 11: Independent samples t-test for differences based on gender

Group statistics		gender	N	Mean	Std. Deviation	Std. Error mean	t	df	Sig. (2-tailed)
Organizational conflict management strategies	Male	28	3.5286	0.23510	0.04443	1.760	145	0.080	
	Female	119	3.4091	0.34019	0.03118				
Job alienation	Male	28	3.3571	0.52099	0.09846	2.157	145	0.033	
	Female	119	3.1513	0.43780	0.04013				

Table above shows the following: first, there is no statistically significant differences exist between males and females in terms of overall organizational conflict management strategies. Second, there were significant differences in job alienation between males and females at a significance level less than 0.05.

3.6.2. By Marital Status

Table 12: Independent Samples t-Test for Differences Based on Marital Status.

Group statistics		Marital status	N	Mean	Std. deviation	Std. Error mean	t	df	Sig. (2-tailed)
Organizational conflict management strategies	Single	52	3.4438	0.40299	0.05588	0.330	145	0.742	
	Married	95	3.4253	0.27633	0.02835				
Job alienation	Single	52	3.2385	0.48026	0.06660	0.935	145	0.351	
	Married	95	3.1642	0.44909	0.04608				

It is evident from the table that there are no statistically significant differences between singles and married individuals regarding the overall strategies for managing organizational conflict. All strategies for managing organizational conflict were also tested individually, and no differences were found in any of them as well. As for job alienation, it was also found that there are no statistically significant differences between singles and married individuals at a significance level greater than (0.05).

This analysis suggests that while certain demographic factors like gender seem to influence job alienation, the overall strategies for managing organizational conflict do not show significant differences based on hospital type or demographic variables.

Here's a detailed summary and analysis of the provided data regarding differences in research variables based on age, educational qualification, and years of service, along with the main hypothesis testing.

3.6.3. By Age

Table 13: ANOVA analysis for research

ANOVA			Sum of squares	df	Mean square	F	Sig.
Organizational conflict management strategies	Between groups		0.474	3	0.158	1.505	0.216
	Within groups		14.998	143	0.105		
	Total		15.472	146			
Job alienation	Between groups		1.119	3	0.373	1.791	0.152
	Within groups		29.788	143	0.208		
	Total		30.907	146			

Variables by Age.

Findings:

- No statistically significant differences were found regarding organizational conflict management strategies and job alienation based on age, with significance levels greater than 0.05.

3.6.4. By Educational Qualification

Table 13: ANOVA analysis for research variables by educational qualification.

ANOVA			Sum of squares	df	Mean square	F	Sig.
Organizational conflict management	Between groups		0.056	3	0.019	0.173	0.914
	Within groups		15.416	143	0.108		
	Total		15.472	146			
Job alienation	Between groups		1.198	3	0.399	1.922	0.129
	Within groups		29.709	143	0.208		
	Total		30.907	146			

Findings: No statistically significant differences were found regarding organizational conflict management strategies and job alienation based on educational qualification, with significance levels greater than 0.05.

3.6.5. By Years of Service

Table 14: ANOVA analysis for research variables by years of service.

ANOVA			Sum of squares	df	Mean square	F	Sig.
Organizational conflict management	Between groups		0.684	2	0.342	3.332	0.039
	Within groups		14.788	144	0.103		
	Total		15.472	146			
Job Alienation	Between groups		1.262	2	0.631	3.064	0.050
	Within groups		29.645	144	0.206		
	Total		30.907	146			

Table above shows first that the significant differences based on years of service were found concerning organizational conflict management strategies ($p = 0.039$). It also shows that in terms of job alienation, significant differences were noted, but the p -value was exactly at the threshold of significance ($p = 0.050$), indicating a potential area for further exploration.

4. RESULTS RELATED TO HYPOTHESIS TESTING

4.1. Main Hypothesis

The main hypothesis states that there is no statistically significant effect (at the significance level of 0.05) of organizational conflict management strategies on job alienation among employees in public and private hospitals in Jabla.

Conclusion: Given the results from the ANOVA tests, the hypothesis cannot be completely rejected. Although there were significant findings regarding years of service on the organizational conflict management strategies, it remains unclear how these strategies influenced job alienation.

For further investigation, one might consider exploring specific strategies within the organizational conflict management framework or conducting more targeted assessments to clarify these relationships.

Here's an analysis of the regression results for organizational conflict management strategies and job alienation in both public and private hospitals, along with interpretations of the findings regarding the hypotheses.

4.1.1. Regression Analysis for Public Hospitals

Table 15: Simple regression analysis for organizational conflict management strategies and job alienation in public hospitals.

Coefficients ^a		Unstandardized coefficients		Standardized coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	2.510	0.443		5.669	0.000
	Strategies of conflict management	0.169	0.128	0.133	1.313	0.192

Dependent Variable: Job Alienation

It is evident from the previous table that the significance level of the strategies for managing organizational conflict is greater than (0.05), indicating that there is no statistically significant effect of the strategies for managing organizational conflict on job alienation in public hospitals.

4.1.2. Regression Analysis for Private Hospitals

Table 16: Multiple regression analysis for organizational conflict management strategies and job alienation in private hospitals.

Coefficients ^a		Unstandardized coefficients		Standardized coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	3.449	0.694		4.967	0.000
	Strategies of conflict management	-0.017-	0.202	-0.012-	-0.083-	0.934

Dependent Variable: Job Alienation.

It is evident from the previous table that the significance level of the strategies for managing organizational conflict is greater than (0.05), indicating that there is no statistically significant effect of these strategies on job alienation in private hospitals. The previous results show that there is no significant effect at the significance level of $(0.05 \leq \alpha)$ for the strategies of managing organizational conflict and job alienation among employees in both public and private hospitals Jableh city. Consequently, the main hypothesis has been accepted.

Main Hypothesis: There is no statistically significant effect of organizational conflict management strategies on job alienation among employees in public and private hospitals in Jabla.

4.2. Results for Sub-Hypotheses in Public Hospitals

Table 17: Simple regression analysis for specific conflict management strategies and job alienation in public hospitals.

Coefficients ^a		Unstandardized coefficients		Standardized coefficients	t	Sig.
Model		B	Std. Error	Beta		
	Strategy of avoidance	0.271	0.046	0.513	5.851	0.000
	Power and control strategy	-0.009-	0.043	-0.021-	-0.207-	0.836
	Concession strategy	0.057	0.058	0.099	0.975	0.332
	Settlement strategy	-0.104-	0.070	-0.151-	-1.493-	0.139
	Cooperation strategy	-0.197-	0.074	-0.262-	-2.665-	0.009

Dependent variable: Job alienation.

Findings:

- The Avoidance Strategy shows a significant positive effect on job alienation ($p = 0.000$).
- The Cooperation Strategy shows a significant negative effect on job alienation ($p = 0.009$).
- Other strategies (Power and Control, Concession, and Settlement) do not show significant effects.

5. CONCLUSION FOR SUB-HYPOTHESES

In public hospitals, the Avoidance Strategy significantly increases job alienation, while the Cooperation Strategy significantly decreases it.

Here's a detailed analysis of the regression findings for organizational conflict management strategies and job alienation in private hospitals, along with interpretations for the hypotheses tested.

5.1. Regression Analysis for Private Hospitals

Table 18: Simple regression analysis for organizational conflict management strategies and job alienation in private hospitals.

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
	(Constant)	2.365	0.325		7.270	0.000
	Avoidance	0.363	0.111	0.430	3.263	0.002
	Power & Control	0.275	0.153	0.254	1.799	0.078
	Concession	-0.112-	0.086	-0.188-	-1.309-	0.197
	Settlement	-0.144-	0.121	-0.172-	-1.194-	0.238
	Cooperation	-0.234-	0.132	-0.251-	-1.775-	0.082

Dependent Variable: Job Alienation.

6. RESULTS OF HYPOTHESIS TESTING

6.1. Results of Testing the First Hypothesis

From the previous tables, it is evident that the significance level of the avoidance strategy in public hospitals is less than (0.05), indicating a statistically significant effect of the avoidance strategy on job alienation among employees in public hospitals. We also observe that the significance level of the avoidance strategy in private hospitals is less than (0.05), indicating a statistically significant effect of the avoidance strategy on job alienation in private hospitals. The previous results show that there is a statistically significant effect at the significance level of $(0.05 \leq \alpha)$ for the avoidance strategy and job alienation among employees in both public and private hospitals Jableh city. Thus, the first sub-hypothesis has been rejected.

6.2. Results of Testing the Second Hypothesis

From the previous tables, it is evident that the significance level of the power and control strategy in public hospitals is greater than (0.05), indicating that there is no statistically significant effect of the power and control strategy on job alienation in public hospitals. We also observe that the significance level of the power and control strategy in private hospitals is greater than (0.05), indicating that there is no statistically significant effect of the power and control strategy on job alienation in private hospitals. The previous results show that there is no statistically significant effect at the significance level of $(0.05 \leq \alpha)$ for the power and control strategy and job alienation among employees in both public and private hospitals Jableh city. Thus, the second sub-hypothesis has been accepted.

6.3. Results of Testing the Third Hypothesis

From the previous tables, it is evident that the significance level of the concession strategy in public hospitals is greater than (0.05), indicating that there is no statistically significant effect of the concession strategy on job alienation in public hospitals. We also observe that the significance level of the concession strategy in private hospitals is greater than (0.05), indicating that there is no statistically significant effect of the concession strategy on job alienation in private hospitals. The previous results show that there is no statistically significant effect at the significance level of $(0.05 \leq \alpha)$ for the concession strategy and job alienation among employees in both public and private hospitals Jableh city. Thus, the third sub-hypothesis has been accepted.

6.4. Results of Testing the Fourth Hypothesis

From the previous tables, it is evident that the significance level of the compromise strategy in public hospitals is greater than (0.05), indicating that there is no statistically significant effect of the compromise strategy on job alienation in public hospitals. We also observe that the significance level of the compromise strategy in private hospitals is greater than (0.05), indicating that there is no statistically significant effect of the compromise strategy on job alienation in private hospitals. The previous results show that there is no statistically significant effect at the significance level of $(0.05 \leq \alpha)$ for the compromise strategy and job alienation among employees in both public and private hospitals Jableh city. Thus, the fourth sub-hypothesis has been accepted.

6.5. Results of Testing the Fifth Hypothesis

From the previous tables, it is evident that the significance level of the collaboration strategy in public hospitals is less than (0.05), indicating a statistically significant effect of the collaboration strategy on job alienation in public hospitals. We also observe that the significance level of the collaboration strategy in private hospitals is greater than (0.05), indicating that there is no statistically significant effect of the collaboration strategy on job alienation in private hospitals. The previous results indicate that there is a statistically significant effect at the significance level of $(0.05 \leq \alpha)$ for the collaboration strategy and job alienation among employees in public hospitals Jableh city, while there is no statistically significant effect for the collaboration strategy on job alienation among employees in private hospitals Jableh city. Thus, the fifth sub-hypothesis has been rejected.

7. RESULTS AND RECOMMENDATIONS

7.1. Results of Hypothesis Testing

- There is no statistically significant effect of organizational conflict management strategies on job alienation among employees in public and private hospitals Jableh city. Therefore, the main hypothesis was accepted.
- There is a statistically significant effect of the avoidance strategy on job alienation among employees in public and private hospitals Jableh city.
- There is no statistically significant effect of the power and control strategy on job alienation among employees in public and private hospitals Jableh city.
- There is no statistically significant effect of the concession strategy on job alienation among employees in public and private hospitals Jableh city.
- There is no statistically significant effect of the compromise strategy on job alienation among employees in public and private hospitals Jableh city.
- There is a statistically significant effect of the collaboration strategy on job alienation among employees in public hospitals Jableh city, but there is no statistically significant effect of the collaboration strategy on job alienation among employees in private hospitals Jableh city. Therefore, all hypotheses were accepted except for the first and fifth sub-hypotheses.

7.2. Recommendations

- Promote a positive culture of conflict management and encourage dialogue, negotiation, and constructive problem-solving, providing training programs for employees on conflict management skills.
- Enhance effective communication by establishing open communication channels between management and employees and encouraging direct and clear communication among colleagues.

- Provide a fair work environment and reward employees for their outstanding performance.

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