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Exploring the Impact of Electronic Management on Mitigating Organizational Conflict: An Examination at the Northern Technical University

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ABSTRACT

As a product of technological advancement, electronic management has become a pivotal tool in modern administrative practices. It is acknowledged that organizational conflict, an almost ubiquitous phenomenon in institutions, has significant implications for productivity and workplace harmony. This study aimed to investigate the potential of electronic management in attenuating organizational conflict within the context of the Northern Technical University (NTU). Electronic management was conceptualized as an independent variable, with organizational conflict treated as the dependent variable. A questionnaire was distributed to a sample of administrative leaders, and the responses were subsequently analyzed. The study adopted a hypothesis positing no significant effect of electronic management on reducing organizational conflict. Key findings of the study include the value of integration and interaction amongst organizational units, the essential balance between quality, cost, speed, and accuracy in administrative activities, and a noted reduction in the cycle time of executing administrative operations. The results affirm a significant relationship between the application of electronic management and the reduction of organizational conflict at both micro and macro levels. Based on these findings, it is recommended that the surveyed organization increases its focus on the tenets of electronic management and invests in enhancing the understanding of these concepts among managers and employees. Additionally, efforts should be made to augment the organization's competency in the dimensions of electronic management and to further develop the skills of its managerial staff and employees.

1. INTRODUCTION

The advent of rapid environmental changes has precipitated the emergence of obstacles that impede traditional management practices, thereby posing a significant challenge for organizations to maintain pace with these changes [1, 2]. Electronic management (e-management) is a modern approach that has been identified as a potential solution to enhance the resilience and efficiency of organizations [3]. E-management incorporates the application of information technology to streamline government business operations and augment information exchange within the government [3]. However, a key issue that organizations encounter lies in the adoption of e-management as a foundational strategy for reducing instances of organizational conflict [4, 5]. E-management facilitates the transformation of conventional paper-based administrative operations into electronic applications, consequently enabling the use of the Internet [6].

Organizational conflict, almost an inevitability within any organization, is characterized by disagreement, which may arise from perceived or actual opposition among employees. An absence of conflict could indicate a state of imbalance and stagnation within the organization [7, 8]. Such conflicts often originate from divergent interests, values, or requirements, inevitably leading to a clash between authority and the affected individuals or colleagues [9].

Electronic management (e-management) offers a potential solution by streamlining various organizational processes through automation and data analytics. This reduces the likelihood of human error and subjective biases that can often incite internal conflicts [10]. Moreover, these functionalities not only enable interaction among employees, but also establish structured mechanisms for dispute resolution [11]. Nevertheless, the mitigation of more complex, structural organizational conflicts through e-management necessitates strategic planning [12].

Several studies within the literature have probed the role of e-management in the reduction of organizational conflict. For instance, Morrison-Smith and Ruiz [13] highlight the collaboration challenges faced by virtual teams and propose existing mitigation strategies. They note that physical distance factors are tightly intertwined with cognitive, social, and emotional challenges encountered by these teams. Khaw et al. [14] further discusses the reactions to organizational change and their potential impact on the success of change initiatives, suggesting that the leadership style and the managers' response can significantly mitigate resistance towards organizational change.

However, a gap in the literature persists as the specific requirements for the application of e-management, which must be determined by the administration, have not been explicitly defined. This underscores the need for further examination of the challenges associated with the application of e-management in organizations, and presents a unique research

opportunity to explore the challenges leaders face in fulfilling these requirements.

The primary objective of this research is not to extinguish organizational conflict entirely, but rather to lessen the impact of detrimental scenarios that may harm the organization. In this context, the research seeks to elucidate the role of e-management requirements in mitigating instances of organizational conflict within the Northern Technical University (NTU) in Iraq. To achieve this, the research has been designed with three specific objectives:

(1) To characterize the nature of organizational conflict within the educational institution.
(2) To examine and diagnose the availability of requirements for e-management applications within the researched educational institution.
(3) To discern the role of management in reducing instances of organizational conflict.

Education is the cornerstone of society and one of its most vital components [15], given its role in societal development. Universities, as structured entities comprising individuals working in unison towards a common goal [16], can be the origin of organizational conflict, necessitating efforts to lessen its impact. This has, in turn, prompted a reconsideration of possible solutions amongst administrative leadership [17].

E-management has emerged as a possible solution for organizational conflict reduction, as it represents the contemporary face of organizations, reflecting their capacity to adapt to spatial and temporal developments and address a plethora of challenges [18, 19], including organizational conflict. A preliminary study conducted within a sample of administrative leaders at the NTU in Iraq revealed signs of organizational conflict, leading to the formation of the research question:

Does e-management contribute to the reduction of instances of organizational conflict within the researched organization?

To further explore this question, the following sub-questions were developed:

(1) What is the availability of e-management requirements within the organization?
(2) What is the level of organizational conflict within the researched organization?
(3) Is there a significant correlation between e-management and organizational conflict?
(4) Does e-management contribute to the reduction of organizational conflict instances?

Data can be represented in various formats and languages [20]. In this study, a questionnaire was distributed to a sample of administrative leaders to test the above hypotheses. The NTU was chosen as the research sample, and questionnaires were distributed to 267 administrative leaders. Of these, 120 were completed and returned. Analysis of the data yielded conclusions confirming a significant relationship between the requirements of e-management and the reduction of organizational conflict at both micro and macro levels.

The significance of this study lies in its exploration of the relationship between two important variables: e-management, which reflects the application of contemporary management thought and the use of advanced technologies, and organizational conflict, a phenomenon inherent to organizational existence. The study's importance is further underscored by its examination of the potential for e-management to reduce instances of organizational conflict.

The paper is organized as follows: Section 2 provides a review of the related work. Section 3 outlines the research method. Section 4 presents the findings, and Section 5 concludes the paper and provides recommendations for future research.

2. RELATED WORK

Prior research has explored the potential for implementing e-management within various contexts. For instance, a study conducted by Ridha and Abdulrahman [21] aimed to provide strategies for digitizing administrative tasks at Cihan University in Iraqi Kurdistan. This objective was motivated by the delays and uncertainty inherent in traditional work approaches. This study examined several key elements, including top management support, strategic planning, comprehensive communication planning, customer needs, electronic service workers, an integrated study of procedures and performance rates, environmental connectivity services, and technical capabilities. The findings underscored the significance of technology and communication, given their wide application and ease of use in contemporary sciences. The study recommended the adoption of computerized management to facilitate knowledge storage and reduce costs. This research was instrumental in evaluating the strategies employed by top management for digital transformation and the challenges addressed therein.

In another investigation, sought to understand the role of e-management in enhancing the job performance of employees within the public sector in Jordan [22]. The study problem was framed as follows: What role does e-management play in improving employee job performance in the public sector? The study explored several dimensions, including information flow, infrastructure, re-engineering of e-processes, and organizational culture. The study was conducted on a randomly selected sample consisting of 337 employees from various Jordanian public sector departments. The findings revealed a statistically significant correlation, prompting the recommendation for further research in this field across all government organizations. This study was utilized to examine the impact of e-management on employee performance within an organization.

An investigation into the formulation of a quality model of e-management in academic services was conducted by Somantri [23]. This study utilized personal interviews with participants from three diverse universities and explored dimensions such as planning and leadership, top management support and performance evaluation, and system quality information. Data were collected via personal interviews and a questionnaire. The researchers concluded that the implementation of e-management within academic services was executed in alignment with user goals and expectations. Furthermore, it was suggested that the sustainability of e-management development in higher education should focus on meeting internal needs. This study provided valuable insight into the effects of digitization on higher education institutions.

Another significant contribution to the field was made by Mohammed et al. [17], with objectives centered on assessing the success of top managers in higher education institutions in the digital transformation process. The study also examined the influence of leadership styles on digital mobility and its dimensions, using e-governance as an example. At the

Northern Technical University (NTU), questionnaires were distributed to 217 participants. The study concluded that the observed model aligned with the hypothetical model, as evidenced by the chi-square fit between observational frequencies and the modeling with structural equations used for data analysis. This study offers insight into the strategies employed by top management during digital transformation and the challenges they encountered.

On the topic of organizational conflict, a study by Martir [24] sought to integrate motivation theories with conflict management stages, aiming to propose an unprecedented management model. The study was conducted through the dimensions of dysfunction, job loss, and ineffective conflict, by posing the question: What is the optimal model in conflict management to enhance organizational productivity? This study was conducted within a federal organization at the Ministry of Defense, using a sample of 80 employees. The study concluded that there was a significant correlation between the motivational factors of the four theories and the five stages of conflict in various ways. The researcher suggested using these motivational factors to lessen the intensity of conflict. This study provided valuable insights into the effects of organizational change on conflict.

A study conducted by Baron et al. [25] explored contemporary methodologies for alleviating organizational conflict, with a particular focus on the role of positive societal influence. The research aimed to elucidate the role of positive social influence in mitigating organizational conflicts. This was achieved through conducting experiments on participant individuals, altering the work environment, and modifying communication methods within the organization under study. The study's findings revealed a propensity for individuals to resolve conflicts within a cooperative environment, whereas conflict resolution was less likely in competitive situations. The study, which comprised 78 participants, evenly split between men and women, suggested that enhancing the positive impact of the work environment could mitigate conflict intensity. This investigation was employed to examine the influence of the work environment in diminishing instances of organizational conflict.

Imtiaz et al. [26] investigated the impact of conflict management styles on employee motivation and performance within banking organizations. Data were collected from 385 bank employees who reported to managers or supervisors, using a convenience sampling method. Structural equation modeling (SEM) was utilized to discern relationships between variables. The findings revealed that the integrating approach to conflict management had a negligible impact on organizational performance but a positive influence on employee motivation. This research was employed to review previous methodologies for addressing organizational conflict.

While numerous research objectives have been pursued in prior studies, the majority have focused on the benefits and implementation of e-management. In contrast, the present study sought to illuminate the role of e-management in diminishing organizational conflict. This study is distinguished by its exploration of the interplay between two variables that have not previously been studied in relation to each other. Furthermore, this research addressed the necessities of e-management within a critical sector-education, more specifically, at the Northern Technical University (NTU). Previous studies have elucidated the effects and benefits of implementing e-management within surveyed organizations in general.

3. RESEARCH METHOD

3.1 Data collection and description

3.1.1 Data collection

This study was carried out using the descriptive analytical method, as data was collected through personal interviews of the study sample, and some questions were asked that included verifying the availability of e-management requirements in the researched organization, through which its impact on reducing organizational conflict will be measured. Hence the move to distributing the questionnaire forms via e-mail to the study sample with the administrative leaders at the NTU, which are (the dean, associate dean, department head, and department director). The sample of administrative leaders was chosen because they are concerned with managing organizational conflict and are responsible for resolving these conflicts (the questionnaire was sent to all of this category without exception). Their number is 267, and the questionnaire form was distributed to all respondents. The valid forms are 120 retrieved. The percentage of respondents to that questionnaire were holders of higher degrees (Master's and Ph.D.) was 75%, the percentage of males 67.5%, and the percentage of females 32.5% in addition to the data obtained from all faculties and institutes of NTU at a varying rate, as shown in the Figure 1.

The validity of the questionnaire was tested in several stages, the first was before distributing the form by testing the apparent validity of the form to ensure the validity and accuracy of the paragraphs included in it, as well as ensuring the comprehensiveness of the questions for all aspects of the research, and this was done by presenting them to a panel of arbitrators (professor, assistant professor) from several colleges within the same specialization for study, they were 11. The post-answer tests included impartiality, as the questionnaire was distributed and included concealing the respondent's identity to the questions, ensuring that they are not affected, impartiality is achieved, and sufficient time is given to answer. In contrast, the validity of the answers was verified by measuring the stability of the questionnaire, which is (the stability of the answers about specific values and not differing much from one experiment to another or from one sample to another). The stability of the resolution can be measured using the Stratified Alpha Coefficient (SAC) that was referred to by Feldt and Brennan [27] as indicated in Table 1, in which it is noted that the value of SAC, which amounted to 0.97, was more significant than 0.70, and this indicates the strength of stability for the studied dimensions. Also, Cronbach's Alpha Coefficient (CAC) [27] can be defined as a measure of test reliability and reliability, which amounted from 0.81 to 0.89 for each dimension.

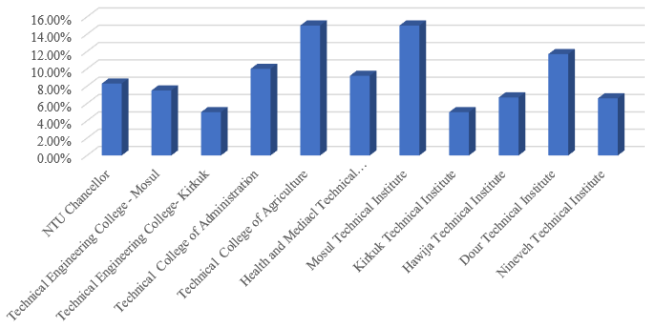

Figure 1. Percentage of the employer for the respondents

Table 1. Measuring the reliability of the study variables

Basic Variables	Dimensions	Factors	Cac for Each Dimension	Sac for All Dimensions
E-management requirements	Technology availability	X1-X5	0.81	0.97
	Legislative requirements	X6-X10	0.87	
	Information security	X11-X15	0.83	
	Human resources preparation	X16-X20	0.86	
	Flexibility organization	X21-25	0.88	
	Top management support	X26-X30	0.89	
Reducing organizational conflict	Intrapersonal	y1-y5	0.86	
	Interpersonal	y6-y10	0.87	
	Intragroup	y11-y15	0.90	
	Intergroup	y16-y20	0.85	

Table 2. Inter-item correlations values at the level of the sub-dimensions of the study variables

Basic Variables	Dimensions	Mean	Min	Max	Var	No
E-management requirements	Technology availability	0.458	0.235	0.681	0.020	5
	Legislative requirements	0.572	0.460	0.749	0.008	5
	Information security	0.490	0.300	0.637	0.009	5
	Human resources preparation	0.544	0.432	0.647	0.003	5
	Flexibility organization	0.577	0.483	0.688	0.003	5
	Top management support	0.605	0.403	0.722	0.012	5
Reducing organizational conflict	Intrapersonal	0.530	0.427	0.661	0.005	5
	Interpersonal	0.583	0.480	0.679	0.004	5
	Intragroup	0.619	0.512	0.702	0.003	5
	Intergroup	0.538	0.390	0.653	0.005	5

Table 3. Inter-item correlations values at the level of the two study variables

Basic Variables	Mean	Min	Max	Var	No
E-management requirements	0.418	0.089	0.749	0.013	30
Reducing organizational conflict	0.517	0.324	0.702	0.005	20

Table 4. Questionnaire components

Variable	Dimensions	Factors	#Factors
Identification information	Employer, gender, age, educational qualification, position, length of service, total length of service	-	-
E-management	Technology availability	5	X1-X5
	Legislative requirements	5	X6-X10
	Information security	5	X11-X15
	Human resources preparation	5	X16-X20
	Flexibility organization	5	X21-X25
	Top management support	5	X26-X30
Organizational conflict	Intrapersonal	5	y1-y5
	Interpersonal	5	y6-y10
	Intragroup	5	y11-y15
	Intergroup	5	y16-y20

The second stage is internal consistency, which means the strength of the interdependence between the questions that refer to each dimension, as shown in Table 2 and Table 3.

From the results of Table 2, it is noted that there is internal consistency at the level of each dimension of the study variables in terms of the value of the arithmetic mean of the correlations, which appeared to be greater than 0.3.

From the results of Table 3, it is noted that there is close internal consistency at the level of each main variable of the two study variables in terms of the value of the arithmetic mean of the correlations, which appeared to be greater than 0.3.

3.1.2 Data description

The study adopted the questionnaire as a primary tool for collecting data from the field under study. The questionnaire consisted of three parts:

The first part includes personal information about the respondents (employment, gender, age, educational qualification, position, length of service in the current position, and total length of service in the position).

The second part is devoted to the requirements of e-management, as it includes six dimensions, namely: technology availability (X1-X5), legislative requirements (X6-X10), information security (X11-X15), preparing human resources (X16-X20), organizational flexibility (X21-X25), and top management support (X26-X30).

The third part includes the measures of organizational conflict, as it includes four dimensions, namely: intrapersonal (Y1-Y5), interpersonal (Y6-Y10), intragroup (Y11-Y15), and intergroup (Y16-Y20).

In order to ensure the understanding of the respondents on the questionnaire, a summary of the study was sent along with an indication of the importance of the topic. We also deliberately made the respondent data do not appear to ensure

freedom in answering the questions. Also, the answers are not sent back after answering all the questions. Finally, some questions were repeated in a different way to ensure that the answers were logical and not random.

Five-point Likert scale [28] was adopted (strongly agree, agree, somewhat agree, disagree, strongly disagree), with weights (1, 2, 3, 4, 5) for each of them, respectively, as the trend indicates the answers of the respondents towards (strongly agree, agree) to the state of agreement, which reflects the availability of dimensions of the variables, and (somewhat agree) to reflect the state of moderation. In contrast, (disagree and strongly disagree) expresses the state of disagreement and Table 4 shows the components of the questionnaire and the sources approved in its formulation.

3.2 Main architecture

The study's main architecture, illustrated in Figure 2, includes:

(1) The independent variable (e-management): This dimension was prepared based on the researchers in agreement with the most common requirements in this field, as the agreement rate of 50% of the current study.

(2) The responsive dimension (organizational conflict): There are many types of organizational conflict, but a rate of 50% or more was adopted as the variable of the responsive dimension in the current study.

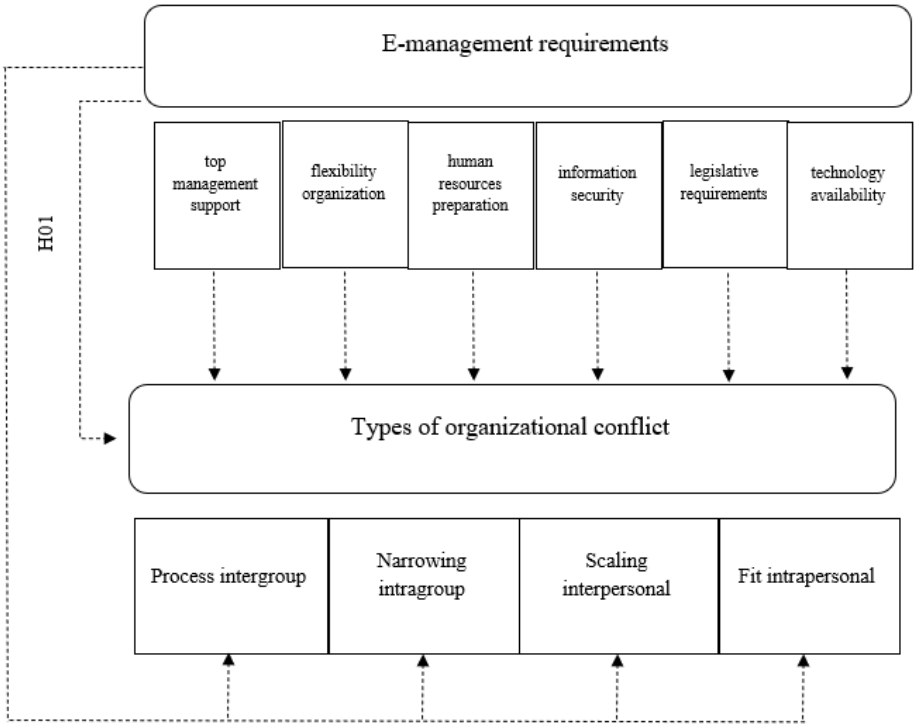

Figure 2. Main archtetecture

4. RESULTS AND DISCUSSIONS

The content of this section aims to describe and diagnose the two variables of the study based on the statistical software (AMOS) to identify percentages, standard deviations, arithmetic mean, coefficient of variation, the intensity of response, and each of the study variables and its dimensions, which reflects the testing of the main hypothesis of the study.

The AMOS software was used because it is one of the most critical programs that enable researchers and statisticians to carry out the statistical analysis of data accurately and smoothly. Users of the software can also use drawing elements and tools to draw models in graphic form. Also, the confirmatory factor analysis was used to ensure the construct validity of the study scale, verify the factorial hypotheses, verify the model's validity, and ensure its conformity with the study data.

This study is embodied in these main hypotheses:

The main hypothesis: There is no significant effect of the variable of e-management requirements on the variable of reducing cases of organizational conflict in the field under study.

Null hypothesis: There is no significant effect of e-management requirements on the variable limiting cases of organizational conflict.

Alternative hypothesis: There is a significant effect of the variable of e-management requirements on the variable of reducing cases of organizational conflict.

Through the AMOS, the effect relationship was found between e-management and organizational conflict, as shown in Table 5.

Table 5. The effect of the e-management requirements variable on the organizational conflict reduction variable

Influencing Variable	Affected Variable	Estimate	S.E.	Conf. Int. 95% L	Conf. Int. 95% U	P
E-management requirements	Reducing organizational conflict	0.887	0.042	0.952	0.790	0.004

Notes: 1. L=Low bound. 2. U=Upper bound 3. S. E.=Standard error. 4. Con. Int.=Confidence Interval

Table 5 shows the values of the standard regression coefficients, the limits of confidence, and the value of P, it is noted that the relationship between the variable of e-management requirements and the variable of reducing cases of organizational conflict was a positive relationship through the positive sign of the regression coefficient, whose value amounted to 0.887, where this value indicates that an increase of one unit for the variable of e-management requirements leads to an increase in the variable of limiting the cases of organizational conflict by 0.887 units. The actual value of this coefficient ranges between the lower and upper values of 0.790 and 0.952, respectively, with a standard error of 0.042. In addition, it can be inferred through the value of p (0.004), which appeared less than 0.05, which indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states that there is a significant effect between the variable of e-management requirements and the variable of limiting cases of organizational conflict. The results can also be illustrated using the AMOS software, as in Figure 3.

The following hypothesis emerges from the above hypothesis:

The first sub-hypothesis of the main hypothesis: There is no significant effect of each requirement of e-management (individually) on the variable of reducing cases of organizational conflict in the researched organization.

To test this hypothesis, its statistical hypothesis must first be formulated as follows:

Null hypothesis: There is no significant effect for each requirement of e-management (individually) on the variable of reducing cases of organizational conflict.

Alternative hypothesis: There is a significant effect between at least one of the electronic management requirements (alone) on the variable of reducing cases of organizational conflict.

Through the AMOS, the effect relationships were found for each requirement of e-management (individually) on the variable of reducing cases of organizational conflict, as shown in Table 6.

Through Table 6, which shows the values of the standard regression coefficients, confidence limits, and the value of P, it is noted that the relationship between the availability of technology and the variable of reducing cases of organizational conflict was a direct relationship, through the positive sign of the regression coefficient, whose value amounted to 0.571, as this value indicates that increasing one unit of the technology availability dimension leads to an increase in the variable of reducing organizational conflict cases by 0.571 units. The actual value of this coefficient ranges between the lower and upper values of 0.373 and 0.709, respectively, with an S.E. of 0.083; in addition to that, it can be inferred through the value of p 0.006, which appeared less than 0.05, which indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states There is a significant effect between the availability of technology and the variable of reducing cases of organizational conflict.

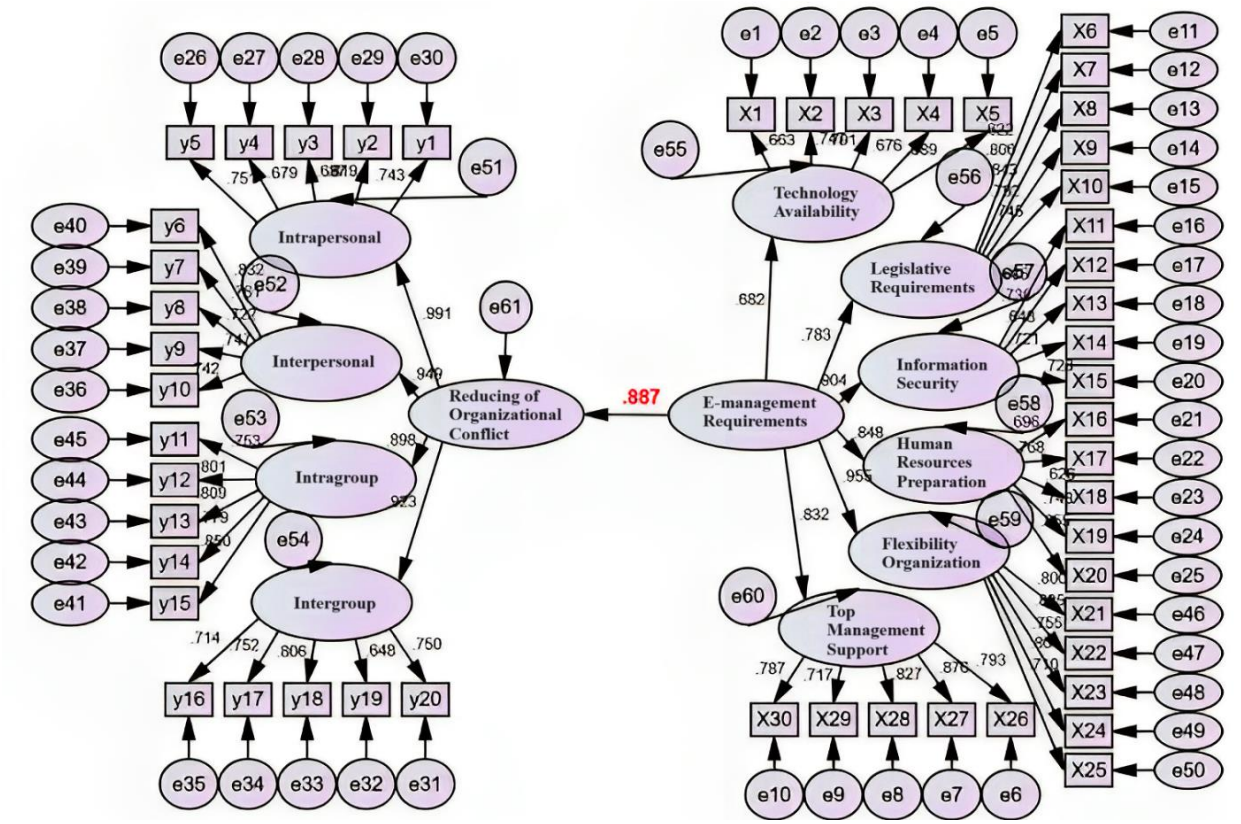

Figure 3. The impact of e-management requirements in reducing cases of organizational conflict

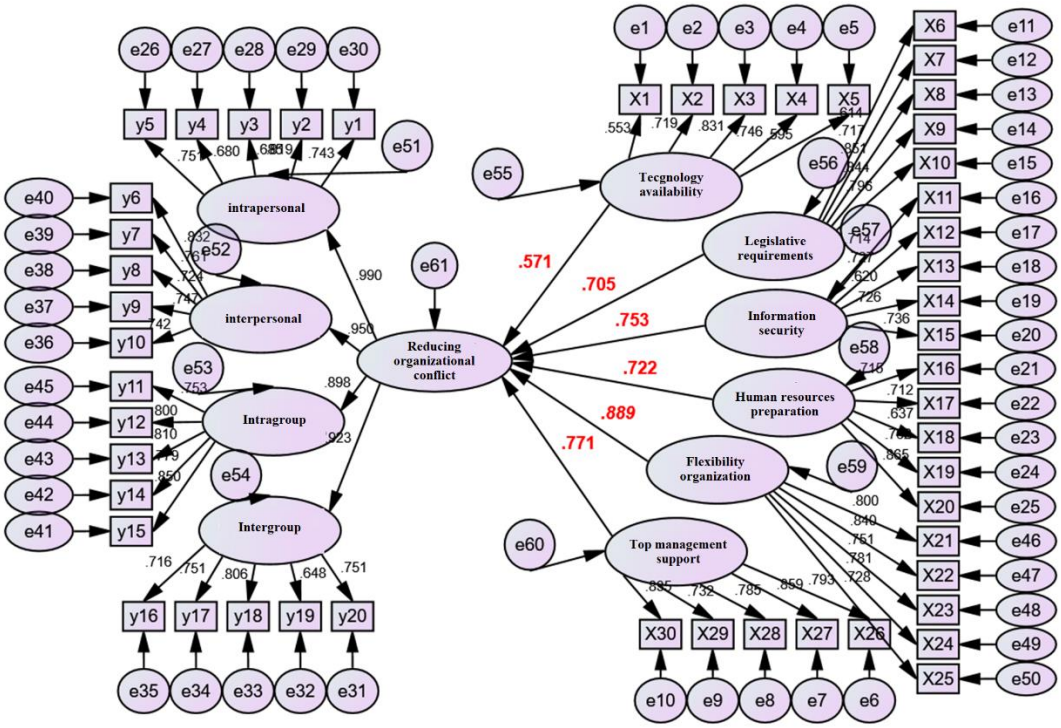

Figure 4. The impact between the dimensions of each requirement of e-management (individually) on the variable of reducing cases of organizational conflict

Table 6. The effect of the e-management requirements variable (individually) on the organizational conflict reduction variable

Influencing Variable	Affected Variable	Estimate	S.E.	Conf. Int. 95%		P
				L	U	
Technology availability	Reducing organizational conflict	0.571	0.083	0.373	0.709	0.006
Legislative requirements	Reducing organizational conflict	0.705	0.070	0.553	0.822	0.003
Information security	Reducing organizational conflict	0.753	0.081	0.581	0.895	0.003
Human resources preparation	Reducing organizational conflict	0.722	0.080	0.523	0.845	0.004
Flexibility organization	Reducing organizational conflict	0.889	0.033	0.811	0.942	0.005
Top management support	Reducing organizational conflict	0.771	0.055	0.640	0.863	0.004

It is also noted that the relationship between the legislative requirements dimension and the variable of limiting the cases of organizational conflict was a direct relationship through the positive sign of the regression coefficient, whose value amounted to 0.705, as this value indicates that increasing one unit of the dimension of legislative requirements leads to an increase in the variable of reducing cases of organizational conflict by an amount 0.705 units. The actual value of this coefficient ranges between the lower and upper values of 0.553 and 0.822, respectively, and the S.E. is 0.070; in addition to that, it can be inferred through the value of p 0.003, which appeared less than 0.05, which indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states that There is a significant effect between the legislative requirements dimension and variable reduction cases of organizational conflict.

It is noted that the relationship between the information security dimension and the variable of reducing organizational conflict cases was a direct relationship through the positive sign of the regression coefficient, which amounted to 0.753, as this value indicates that increasing one unit of the information security and protection dimension leads to an increase in the variable of reducing organizational conflict by 0.753 units. The actual value of this coefficient ranges between the lower and upper values of 0.8950.581, respectively, with an S.E of 0.753; in addition to that, it can be inferred through the value of p 0.003, which appeared less than 0.05, which indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states There is a significant effect between the dimension of information security and protection and the variable of reducing cases of organizational conflict.

It is noted that the relationship between the dimension of human resources preparation and the variable of limiting organizational conflict cases was a direct relationship through the positive sign of the regression coefficient, which amounted to 0.722, as this value indicates that increasing one unit of the dimension of human resource preparation leads to an increase in the variable of reducing conflict situations. Regulatory by 0.722 units. The actual value of this coefficient ranges between the lower and upper values of 0.523 and 0.845, respectively, and the S.E. is 0.080; in addition to that, it can be inferred through the value of p 0.004, which appears to be less than 0.05, which indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states There is a significant effect between the dimension of human resource preparation and the variable of reducing cases of organizational conflict.

Likewise, the relationship between the dimension of organizational flexibility and the variable of reducing organizational conflict cases was a direct relationship through the positive sign of the regression coefficient, which amounted

to 0.889, as this value indicates that increasing one unit of the organizational flexibility dimension leads to an increase in the variable of reducing organizational conflict cases by 0.889. loneliness. The real value of this coefficient ranges between the lower and upper values of 0.811 and 0.942, respectively, and the S.E. is 0.033. In addition, it can be inferred through the p-value of 0.005, which appeared to be less than 0.05, which indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states that there is a significant effect between the dimension of organizational flexibility and the variable of limiting the cases of organizational conflict.

Finally, the relationship between the senior management support dimension and the variable of reducing organizational conflict cases was a direct relationship through the positive sign of the regression coefficient, whose value amounted to 0.771, as this value indicates that increasing one unit of the dimension of senior management support leads to an increase in the variable of reducing conflict situations. Regulatory by 0.771 units. The actual value of this coefficient ranges between the lower and upper values of 0.640 and 0.863, respectively, with an S.E. of 0.055; in addition to that, it can be inferred through the value of p 0.004, which appeared less than 0.05, which indicates the rejection of the null hypothesis and the acceptance of the alternative hypothesis, which states There is a significant effect between the dimension of support of senior management and the variable of reducing cases of organizational conflict. The results can also be illustrated using the AMOS, as shown in Figure 4.

Top management support is an essential requirement in administrative operations. When material and moral support is provided, and the essential committees are formed to organize and implement these plans and direct appropriate action plans, this puts the organizations in front of an opportunity to contain any problem because this support means possessing the organizations within the framework of the interaction and thus the ability to deal with it.

Organizations are now taking rapid steps towards keeping pace with contemporary developments and implementing changes in administrative structures to suit new business models in the age of technology. This transformation focuses on the transition to more flexible, networked, and matrix structures, and this transformation helps to implement e-management and improve the effectiveness of administrative communication, which reduces the possibility of organizational disputes and disputes. Organizations must achieve their goals and compete in the current era by bringing about radical changes in the quality of human resources by developing a new scientific and practical training curriculum and spreading the culture of digital transformation.

The necessary tools to implement e-governance, including technology in its hardware and software components, are vital to achieving its goals. In addition to being a prerequisite for adopting the e-management approach, its advantages are evident in its ability to resolve organizational disputes. Thanks to its availability, it works to improve communication within the organization with team members through the use of the Internet and some special programs such as communication and video meeting programs.

Each new system also requires the development of laws and legislation to determine the line of action and penalties for violating these laws and to determine rewards for compliance with the system and legislation. Laws must be established to regulate the use of e-management tools and define the permissible limits and powers. Laws must be put in place to define the necessary penalties to protect private data and information privacy.

Information security is one of the most essential modern systems to keep pace with rapid technological changes. This system has emerged as a complement to the application of e-management. The security system radically changes performance by notifying employees of the safety associated with modern technologies. What the security system provides for transferring data and information to the persons concerned, with the highest confidentiality and privacy of that information, reduces the hassle that may occur in the event of a breach of that preserved information. As a result, this affirms that the best activation of each e-management requirement provides an opportunity to limit, contain, and deal with any organizational conflict.

Based on the preceding, the use of technology in all departments and administrative functions has become one of organizations' primary distinguishing and competitive characteristics. It contributes to improving the efficiency of performing tasks and reducing costs, distances, and time, which is crucial in achieving organizations' growth and expansion aspirations. Therefore, more than working in the usual traditional ways is required, the performance of organizations must be creative and innovative in providing services and goods, keeping pace with environmental changes, and adapting to new challenges.

5. CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

This study focused on the availability of requirements for the application of e-management and its impact on reducing cases of organizational conflict. In addition, this study presented a systematic attempt to diagnose and analyze a set of critical variables as mentioned in the study plan. The following most important conclusions have been reached:

(1) The e-management provides integration and interaction between its units to the researched organization.

(2) The e-management provides proportionality between quality, cost, speed, and accuracy in performing administrative activities and functions.

(3) E-management reduces the cycle of implementing administrative processes within the organization.

(4) The availability of e-management dimensions at a high level in the researched organization indicates that the NTU has kept pace with the features of modernity, the era of organizational continuity, and sustainable renewal, which is positively reflected in reducing conflict.

(5) There is a discrepancy in the respondents' answers to each dimension of e-management, as the relative importance came to adopt the dimensions of electronic management.

a. After the support of top management, it ranked first compared to the other dimensions expressing e-management, which reflects the possession of the researched organization to support the management represented in the efforts made in developing plans to implement e-management in line with future plans of goals and implementation of support by allocating tools and financial resources to build an integrated system that can implement e-management.

b. The researched organization can keep pace with changes by establishing training courses on a continuous and

renewable basis by environmental and technological changes, as this dimension ranked second among all dimensions expressing e-management.

(6) The state of organizational conflict appeared at the group level by comparing the relative importance of the dimensions of the variable of reducing organizational conflict. One of the most critical dimensions is this variable.

(7) By measuring the stability of the resolution, it appeared that the value of the stratified alpha coefficient was 0.97, greater than 0.70, which indicates the strength of the stability of the studied dimensions.

(8) When finding the effect relationship, there was a significant impact relationship for the e-management requirements variable in limiting organizational conflict cases.

(9) When finding the impact relationship for each requirement of electronic management (individually) in the variable of reducing cases of organizational conflict, it appeared that there was a significant impact relationship between the requirements of electronic management (individually) in reducing cases of organizational conflict.

(10) When finding the impact relationship between the requirements of electronic management combined in each case of organizational conflict (individually), there appeared to be a significant relationship between all the requirements of electronic management combined in each case of organizational conflict (individually).

(11) When the difference in impact was found between the dimensions of the independent variable, represented by electronic management requirements, and the most influential in the dependent variable, represented by reducing situations of organizational conflict, it appeared that the dimension of organizational flexibility has proven to be more robust compared to the other dimensions.

(12) When finding the impact relationship, there was a significant relationship to the e-management requirements variable in reducing cases of organizational conflict.

5.2 Recommendation

In light of the conclusions reached, the researcher presents a set of recommendations necessary for organizations in general and those being researched in particular, including:

(1) Increase the attention of the researched organization to the contents of administrative thought in the field of e-management and what is also related to organizational conflict, and deepen it among managers and workers because this contributes to enhancing the organization's ability to survive and grow through:

a. Preparing an integrated annual training and development program on e-management and dealing with modern programs and applications, automation, and their impact on organizational conflict.

b. Conducting awareness seminars on organizational conflict, its adverse effects, and the reasons for its occurrence.

(2) The necessity of working to enhance the surveyed organization's possession of the dimensions that express electronic management and developing the skills of its managers and employees to deal with it through:

a. Develop the necessary legislation clearly and precisely to complete the complete transformation towards electronic management.

b. Paying attention to the quality of internal and external communications by fully disseminating the university's internal network and linking it to the external network, with the need to train employees working on it to deal with electronic systems.

c. Involve the most significant number of employees in electronic management applications, and do not limit the matter to a specific team entrusted to it, as success is based primarily on the work team and collective participation through training programs, courses, and seminars.

d. The level of technical requirements should be raised, commensurate with the nature of the activities provided by the university, and this is done by benefiting from the experiences and expertise of some countries that preceded us in this field.

e. Consider rearranging the organizational structure and the necessary decision-making powers in line with the shift towards electronic management.

(3) The university administration focuses on other causes that lead to the occurrence of organizational conflict and attempts to mitigate them in colleges and academic departments by reconsidering what is related to the delegation of granted powers and setting clear boundaries for responsibilities, making them clear to all parties, as well as clearly defining goals, especially for members.

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