

## Equally As A Pattern For Resolving Rights Disputes In The Work Environment

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### *Abstract:*

The study aimed to verify the effectiveness of equally as an independent strategy for resolving conflicts in the work environment. As well as the significance of the differences in the views of the employees of the University of Duhok about the use of equally as a pattern for resolving conflicts according to the demographic variables: (age, college, and gender). The study relied on the quantitative method using the field study tool represented in the questionnaire. To obtain inputs that can be dealt with according to the scientific contexts followed in such studies. The objective limits of the study are labor disputes. It is limited to contentious relationships or conflicts among the employees themselves. Without addressing disputes over interests of a collective nature. The study sample consisted of (250) male and female employees who were randomly selected from the University of Duhok employees. Those who answered the questionnaire that was prepared for the purposes of the research, which included (20) paragraphs, and in front of each paragraph there were five alternatives to the answer: (strongly agree, agree, to my opinion, disagree, strongly disagree).

The data were processed statistically using the t-test for one sample and two independent samples and one-way analysis of variance, and the results showed a high level of approval of the use of equally as a pattern of conflict resolution among university employees in general. It was found that there were no significant differences in the views of Duhok University employees regarding the use of equally as a pattern for resolving conflicts according to the variables of age, college and gender.

Keywords: equity, conflict resolution, labor disputes, rights, work environment.

### **1.1 Introduction**

From the first moment of human life, and facing the difficulties of life. He tried in various ways to deal with his disputes. Create ways to deal with it and solve it. Researchers and practitioners in the field of peace studies and conflict resolution have followed these methods. They identified a set of strategies to resolve conflicts, whether social, economic or political...etc. These well-known patterns or strategies are represented in five common patterns: avoidance, concession, competition, compromise and cooperation.

**1.2 Accordingly;** The problem of the study is represented in: Is there another style of resolving conflicts other than the five recognized styles? Can Equally be considered a pattern or a stand-alone strategy for resolving conflicts? Is the equivalent equal with the compromise? Or is it different and distinguished from the rest of the strategies? Finally, is there a justification for adding equally as a stand-alone style or strategy to the list of conflict resolution strategies? That is, do the conflicts identified by the study require another method to address or deal with them? Distinguished from the known patterns used in dealing with other conflicts?

### **1.3 Objectives of the study:**

The study aims to identify:

1. The level of Duhok University employees' use of equally as an independent strategy for resolving conflicts in the work environment.
2. Significance of the differences in the views of Duhok University employees regarding the use of equally as a pattern for resolving conflicts in the work environment according to demographic variables: age, gender, and the college in which he works.

By achieving the above two goals, it can be concluded that equally is a stand-alone strategy that can be added to the five strategies for resolving conflicts, and that there are boundaries separating it from the mode of compromise.

### **1.4 Study hypothesis:**

The study shows that equality is a pattern that exists by itself and has its own characteristics that distinguish it from the rest of the five strategies (avoidance, concession, competition, compromise and cooperation) to resolve conflicts. And that there are points of similarity and common denominators between it and the rest of the strategies, in particular the mode of compromise. There are a number of justifications that make it take its place as the sixth strategy in the list of conflict resolution strategies.

### **1.5 Theoretical background:**

The concept of individual labor disputes is well known that workers, employees, employers and business organizations have common and conflicting interests. Common interests relate to the production process that produces goods and generates services. The resulting profits and surplus work enable the institution to continue and achieve gains and growth. It is an environment for earning wages and receiving benefits and benefits.

It is certain that conflicts will occur in that environment due to conflicts of interest between the workers themselves and between them and the management or the employers. But what concerns us are conflicts of the first kind. That is, disputes between workers, which are classified as equal disputes. (Turin, 2013, p. 6.).

## **2 Forms of functional conflict:**

**2.1 First: Job conflict:** It arises due to a lack of clear definition of specializations and responsibilities. Especially jobs whose works indicate the possibility of more than one person performing them. Such as forecasting sales in which the marketing department and production department participate together. (Kahwaji, 2015, p. 67.).

**Second - Conflict over powers: such as the dispute between the executive staff and the consulting staff.** (Kahwaji, 2015, p. 67.).

## **2.2 Conflict Management Styles**

Conflict patterns were divided into a number of categories, including:

**First: the quadrilateral classification, according to a typical logical sequence:** (Kahwaji, 2015, p. 18).

1. Avoidance: one of the parties fails to deal with the conflict. What is worth noting is that the avoidance approach means that both sides avoid conflict. And postpone it as much as possible and not enter into a conflictual relationship. As for what was referred to above regarding the approach of avoidance, it logically means the approach of concession. That is, the waiver of the rights of the two parties to the conflict. Each party believes that it is a concession in favor of the other party, which often occurs in work relationships that include emotional or kinship relationships, such as spouses, father, son, mother and daughter...etc.
2. Force: One side uses force to force the other side to do whatever it wants. This force may be a legal force, such as a motorist's dispute with a traffic policeman. Or it is a social force, such as the farmer's dispute with the village mukhtar. Or be muscular strength as a child's conflict with an adult. Or the conflict of an armed person with another unarmed

3. Rights: where one party uses some independent standards of rights and remedies to settle the dispute.
4. Unanimity: where one of the parties seeks to bridge the points of view on the situations or needs that cause the conflict. Or reach a compromise or adapt to it. The consensus approach is similar to the cooperation approach in other classifications. That is, the balance between the rights and obligations of the parties. And the balance between needs and interests without taking into account superficial positions.

### **Second - Quinquennial Classification**

- **The first quinquennial classification:** It consists of five methods, namely: courtesy, avoidance, compromise, competition, and integration. .(Kahwaji, 2015, p. 50).
- **The second quinquennial classification (conflict of goals):** In this case, the individual resorts to using psychological means of defense without realizing it. Although it is easy for him to notice others while using it. Where these means are considered a major part of the personality of the individual. These social means or the so-called defensive mechanisms are summarized as follows: elevation or sublimation, withdrawal, projection, justification, compensation.

Highness is equivalent to concession, that is, the withdrawal of only one party. And giving up his rights, goals, interests, and needs and trying to achieve them in another way.

Withdrawal is also an individual position in which that party waives its rights and withdraws from the entire conflict situation and from the persons involved in the conflict.

Projection is not equivalent to any of the known conflict management styles. It means insisting on eligibility even if that party knows that it is not right. To attribute their unacceptable behavior or what they have done or intend to do to other parties as a means of self-defense.( Al-Qaryouti, 1989, p. 92).

As for justification, it also does not correspond to any of the recognized methods of conflict management. In it, the user resorts to inventing and devising certain conscious or subconscious justifications to reduce the importance of needs or interests that he cannot satisfy due to the lack of time. or not receiving support. Or because he is too busy with more important matters. Or because his boss has wronged him and tyrannized him...etc. .( Kahwaji, 2015, p. 89).

As for the mode of compensation. In the event that one of the parties to the conflict relationship fails to reach its objectives. It replaces those goals with others related to them. And he strives to achieve it in order to prove himself

to others. Not achieving the previous goals is not related to him. Rather, due to external obstacles. (Muhammad, 2004, pp. 21-22).

### **2.3 Justifications for adopting the equally pattern**

1. Using it as a pattern for resolving international disputes. It is an old and well-established pattern in international dispute resolution and well known historically. In water (river) disputes known as the Trinity line.
2. The psychological factor: Adopting it makes the worker or employee psychologically comfortable, thus increasing his productivity. He resolves his conflict with his debates from the ground up in a procedural manner, so that it becomes a stipulated pattern or a precedent that can be adopted in the future. As for resolving the conflict and managing it in other ways, a hidden lump or knot may remain in the soul. Concession, avoidance, competition and even compromise to some extent. Except for the cooperation method. Which is also sometimes makes one or both of the parties to the conflict forced to accept the solution or management style of an issue in himself / them. for a third equally position. That is, we can say that every method, pattern, or strategy has its shortcomings. Hence the need for a radical restructuring process. That is, the conflict management system needs a fundamental reorientation. So that it goes towards doing different things and not towards doing things differently. (Muhammad, 2004, pp. 78).

### **2.4 Distinguish the equally style from other styles in conflict management**

#### **First- Distinguishing it from the mode of compromise:**

Compromise is a pattern suggested by the third party. As for the pattern of equality, it may come from the two conflicting parties.

#### **Second- Distinguishing it from the mode of cooperation:**

- 1- In the cooperation mode, the share of one party may increase at the expense of the other party. At a time when the equally pattern does not accept any increase or decrease for the two parties. Rather, the result is (50/50).
- 2- In the mode of cooperation, the two parties participate in devising a specific method for adopting this method. While the equally pattern may come from the third party, or it may come from one or both parties. The conflicting interests relate to the sharing of production revenues. Where users seek to improve their wages and other benefits related to wages. While employers are keen to raise profits and returns for the benefit of employees. Conflicts and conflicts arise among the employees themselves that must be resolved, managed or prevented. Through

administration or by the conflicting parties themselves. Or through third parties through conciliation and negotiation processes. (Muhammad, 2004, pp. 7).

- 3- Distinguishing it from arbitration, as arbitration: is an interrogative method for settling disputes that requires a neutral third party to hear from both parties. And then he made his decision to settle the case. While equally is a prior solution by laws enacted for that purpose. Or a pattern proposed by the third party by dividing the subject of the dispute equally.

## **2.5 The party and the means used to manage disputes by equal shares:**

### **• 2.5.1 First: The authority entrusted with conflict management**

Specific parties specialize in managing or resolving disputes according to the type of dispute and the method used. It is divided into three main categories, as follows:

- 1- The executive authority, where it is responsible for avoiding and managing labor disputes, for example, is vested in the local or national labor departments. They operate in their capacity as part of the public service charged with managing activities in the field of labor policies. Which usually undertakes tasks unrelated to the settlement of labor disputes. Conciliation and arbitration processes are the exclusive domain of labor department officials, despite the inadequacy of the national circumstances of the agencies for some of the limited interventions in the settlement process. This approach is still used in many countries. (Muhammad, 2004, pp. 28).
- 2- Independent legal bodies: whose responsibility is to avoid and settle labor disputes. It is usually funded by the state. With a great deal of independence and self-management. As if it is an independent body or authority. The delegation of its functions is recognized by a law called the independent modern agencies. (Muhammad, 2004, pp. 28-29) A well-known example is the US Federal Mediation and Conciliation Service (FMCS). and the Advisory Conciliation and Arbitration Service (ACAS) in the United Kingdom. and the Labor Relations Authority (LRC) in Ireland. and the Conciliation, Mediation, and Arbitration Commission (CCMA). and the National Labor Authority (NLC) of Ghana. and the Tanzanian Mediation and Arbitration Authority (CMA). (Muhammad, 2004, pp. 29).
- 3- Joint arrangements.

### **• 2.5.2 Second: The Means Used to Manage Disputes:**

For each type of conflict resolution and management, there is a way to apply it, and some of them have bodies that implement it. For example:

compromise is done by a third party, usually informal or semi-formal. And in some cases, it is a formal party. It uses means of facilitation, arbitration and conciliation. As for the pattern of avoidance and concession, the parties themselves often take the initiative or one party. And the pattern of cooperation uses the means of direct or indirect negotiation. Through a third party that may be a person, an official or an unofficial institution. Mediation, conciliation and dialogue are also used. Whether directly or through an intermediary or indirect communication channels.

As for the equally type, it is mostly carried out by courts or other official bodies. or even unofficial ones. **Provided that it is characterized by strength of any of the following types:**

- 1- Legal force: as if it is an official body with a special capacity, such as the courts, for example, or the traffic police.
- 2- Social power: such as respect and social status, such as the great grandfather, a cleric, the village mukhtar, or the school principal...etc.
- 3- Personal strength or charisma.

## **2.6 Evaluation of the equally style:**

### **2.6.1 First- The positives of adopting the equally method for conflict management:**

- 1- The mechanism for resolving disputes is easy to identify, simplifies procedures, and results are clear.
- 2- Do not leave a lump in the same parties to the conflict, but rather everyone who has a right takes his right in accordance with the procedural and substantive texts.
- 3- The presence of a formal, independent, informal, or even semi-official institution that makes the appointment of specialized, experienced, and qualified persons who enjoy impartiality and objectivity. And observers by the state and civil society institutions.
- 4- The presence of a private institution that makes communication with official state institutions, civil society institutions and work environments available.
- 5- This style guarantees fairness, internal peace, and an organized way to manage labor disputes.
- 6- The presence of special institutions in this style and special legislations that regulate them. It makes awareness of them easy through legal awareness and vocational training, which makes avoiding and preventing conflicts easy.

### **2.6.2 Second - The Disadvantages of adopting the equally method for conflict management:**

- 1- There must be a procedural system and substantive texts, guiding principles or rules of procedure on which the third party or parties to the dispute can rely.
- 2- The parties to the conflict cannot take the initiative to resolve the dispute or manage it by themselves. Rather, you must resort to the third party.
- 3- The third party must have legal authority, personal power, or social standing that enables him to impose this pattern on the parties to the conflict or one of them.
- 4- Conflicts may occur between workers or employees. It was not stipulated by the law, legal instructions and regulations, nor the customs and traditions that govern that sector. This affects making the application of the equally pattern a difficult or unfair process.
- 5- By simply resorting to official or independent institutions, he becomes burdensome and vulnerable to procrastination.
- 6- Make work in this style stereotyped and formal, sometimes far from the needs and interests of the parties.
- 7- The presence of private institutions of this type makes their dealings with government agencies and civil society institutions subject to administrative routine. or administrative corruption. Rights may be lost as a result.
- 8- Weak legislative flexibility. The existence of such institutions requires institutional legislation of its own. With the passage of time and the rapid development in the field of rights and obligations, technology and other fields related to the conflicts under study, we will need to continuously amend the legislation related to them. Or they will be flabby institutions that cannot keep pace with development and progress.
- 9- Wasting rights due to people's lack of awareness of the substantive and procedural laws that govern this field.
- 10- The deliberate evasion of some parties under the pretext of cost and administrative red tape.

### **3 Study procedures:**

For the results to be realistic, we have to provide an accurate description of the study population and its sample in terms of number, geographical distribution, function, as well as for the questionnaire as a tool for the study to be at an acceptable degree of validity and reliability. This is because any field study on a community needs to indicate the geographical and human scope of the community on which the study is intended. or whose limits are being researched. The study community may consist of individuals, families, institutions, etc. As well as determining the study sample in terms of number



and demographic dimension or social characteristics. And then determine the time range of the study. And the time period in which the practical side was conducted. With regard to the time period in which the field study was conducted, it is two months (1/8/2022-30/9/2022). These procedures can be explained through the following:

### **3.1 First - The Study Population:**

The study population is all the units and elements of the phenomenon to be studied according to the subject area of the study problem (Khaled, 2012, p. 155). It is the entire individuals, events, or observations of the subject of the study. ( Rashwan, 1983, p. 123;Kalaldehy, and others, 1997, p. 177). It represents the human and geographical range within which the study is being conducted. ( Obeidat &others, 1999, p. 100). Based on the foregoing, the study population in terms of number and age group is determined by government employees working at the University of Duhok and of both sexes. Their number is (622) male and female employees.

### **3.2 Second - The Study Sample:**

The sample is the partial group of the study population that is selected in a specific way and the study is conducted on it. Then using the results of the study and circulating it to the original community of the study as a whole. The sample is a qualitatively and quantitatively determined part of the study population. It is a comprehensive reflection of the characteristics of that society, but in a microcosm (Omar, 1983, p. 118). The selection of the study sample is one of the necessary and basic procedures in field studies. This is because all studies depend on the sample chosen to represent the study population. ( Al-Barwari, 2012,p ).

Field studies generally depend on partial information. That is, identifying a part of the study population to conduct the study on. Because absorbing the entire community and applying the field study to it is very difficult, if not impossible. For its exorbitant material costs and the required field and office human capabilities. In addition to the very long time. This necessitated the study to rely on the sample method. (frankfort and nachmia, 2005, P179). Develop a scientific plan on how to deal with that sample. And the method followed in filling out the questionnaire, that is, answering its paragraphs in a direct way (face to face). Or follow other indirect methods. Therefore, the study sample was conducted according to several criteria, including:

- 1- Homogeneity or variability of the community: the more this is achieved, the fewer the number needed to represent the community.
- 2- The degree of accuracy required: It is intended to be accurate in determining the numbers and the sample, and the honesty in that.

- 3- Selection of a representative sample of the study population: The numerical and qualitative frame of the study community and the necessary number of sample members. Determine the quality of the appropriate sample for the study and that meets the needs of the study. The research sample was selected randomly from the study population, which is the public sector employees at the University of Duhok. That is, the number of questionnaires that were distributed is (265) questionnaires. (250) questionnaires were retrieved from the respondent samples. (15) questionnaires were neglected and excluded due to their invalidity or deficiencies. The statistical analysis was conducted on (250) questionnaires.

### **3.3 Third - The Search Tool:**

In order for the study to be clear-cut in its scientific and applied field. It follows the scientific method and is characterized by objectivity and impartiality. A set of paragraphs has been formulated by answering, analyzing and discussing them. We can obtain numbers, data, and information that benefit important aspects of the study. The first model of the questionnaire was presented to a number of specialists in the fields of sociology, psychology and peace studies. It was developed and then presented to a group of arbitrators who developed it. The final form of the questionnaire was formulated and designed.

The questionnaire as a tool for the study went through several stages . (Obeidat and others, , 1988, p. 226). until it reached its final version applicable to the study sample. And obtaining the required data to use it directly and indirectly after converting it into information that was used for the study. Among the steps that the form went through:

#### **1- Determine the objectives of the study**

The aim of the study, as shown in the introduction, is to identify the point of view of the sample members of Duhok University employees on the possibility of using the equally pattern as a strategy in resolving conflicts. For this purpose, the questionnaire was designed. ( Al-Abd, and Azmy, 1993, p. 15). Accordingly, an attempt was made as much as possible to make the paragraphs of the questionnaire inclusive of the topics addressed in the study. Noting the origins of conducting the questionnaire. The questions should be clear, easy and understandable by the study sample. Therefore, a kind of objective balance must be made between the subjects of the study and their ability to be absorbed by the respondents. This forced the study not to address some of the topics discussed by other researchers or which are considered difficult to understand by some of the respondents.

**2- Determining the required data:** by preparing and designing a preliminary questionnaire form and reviewing it. Fill it in the preliminary (exploratory) study and analyze it. By testing it on a small sample similar to the original sample in terms of type, to determine its suitability for research work and the clarity of the paragraphs. The extent to which the paragraph measures the element to be measured. And the extent to which it achieved its goal in collecting the data required for the study. And to identify the paragraphs that may embarrass the respondent or try to evade the answer. In order to reconsider it, whether by deleting it or reformulating it, and to identify some obstacles to field work. And explore the response rate. And then settle on the most appropriate final status of the questionnaire. And delete the paragraphs that are useless or that do not benefit the study, and then refer to the experts and specialists in the field of this study and experts in the field of statistics and sociology. And the field of preparation and design of the questionnaire form. (Al-Abd and Azmy, 1993, pp. 18-19). Taking into account the methodological and drafting considerations in the language of the paragraphs, presenting the easy paragraphs first, and then graduating in the degree of difficulty. Therefore, attempts have been made as much as possible to make the paragraphs clear and unbearable for more than one meaning.

**3-Choosing the appropriate method to answer the paragraphs of the questionnaire:** Likert method (collective assessment method) was used. By subtracting the paragraph followed by degrees of five-point importance (strongly agree, agree, neutral, disagree, strongly disagree), this method is one of the common methods of measurement in social and psychological studies (Allam, 2002, p. 529), as it requires less time and effort than other methods. One of the benefits of this method is that all the respondents in the study sample respond to the questionnaire paragraphs at a time when the answer does not fluctuate between two different degrees, but rather he will find the degree that reflects his opinion, with good thinking, in order to provide gradual and accurate answers without forcing the answer at random. (Omar, 1983, p. 175).

**4-Developing the method of data collection:** the questionnaire was tested on a small sample of (25) individuals, its main objective was to determine the extent to which the questionnaire can be applied in practice, and to explore its negative aspects affecting the course of the study and the conclusions that will be reached, including the inaccuracy in the wording of the paragraphs, And its ambiguity, and finding deficiencies with regard to the possible responses for each paragraph, and the quality of the

alternatives, and then amending them to benefit from them more as a tool for the study.

The study tried as much as possible to rely on the two main elements of its tool: accuracy or honesty and health or safety. The first element means reaching the same results through multiple analyzes of the research topic. As for health and safety, it confirms the extent to which the analysis corresponds to reality. That is, the extent to which it presents an accurate picture of the subject under study. (Khadr, the previous source, pg. 94).

As for the description of the questionnaire. The qualitative questionnaire must be used because its paragraphs and quality require that. Also, the nature of the subject of the study requires the use of this type of questionnaire. In addition, the study needed a random sample in selected environments. Which fits more with the qualitative questionnaire.

**5- Preparing the form in its final form:** that is, reviewing the questionnaire as a final review in terms of the general form, the wording of the paragraphs, their number and type. After reviewing the observations of the arbitrators and the observations recorded during the conduct of the exploratory study. Hence the extent to which the questionnaire is represented by its paragraphs in obtaining the required data and information. And help answer some paragraphs. Finally, settling on the final version of the questionnaire, which consisted of (22) items.

### **3.3.1 The validity of the questionnaire:**

Field studies are very important and sensitive. Therefore, the mechanisms used in it must be scientific and objective. So that we can rely on it in the data collection and analysis processes to extract sound information with academic credibility. There are many ways and means to reach this goal, such as calculating the validity of the tool and the degree of its stability. as follows:

#### **A. The validity of the questionnaire:**

What is meant by validity is: the degree to which the measuring instrument measures the reality of what it is intended to measure. The current study used face validity. ( Al-Jerjawi, 2010, p. 106). And to ensure that the phrases and paragraphs included in the questionnaire can lead to its accurate collection. or correctly measure variables. This is done by studying the contents of the questionnaire or measuring and evaluating it (Hussein, 1995, p ). The study used the method of honesty of the arbitrators. (Al-Jarjawi, the previous source, p. 107). That is, this questionnaire was judged by a group of specialists at the University of Duhok. In addition to professionals working in the field, they numbered (7) arbitrators. Specialists in field human research

indicate that if the percentage of agreement between the arbitrators is (75%) or more. You can take comfort in the authenticity of the tool. (Bloom & others, 1983, p.126). Accordingly, the researcher adopted an agreement percentage (80%) among the experts as a criterion for accepting the paragraph. Their opinions were unanimous on the validity of the paragraphs included in the questionnaire in measuring what was set for it, because the percentage of agreement on all paragraphs exceeded the mentioned percentage. Thus, the researcher verified the validity of the tool.

#### **B. Resolution stability:**

That is, the stability, reliability and reliability of the tool. Or that the individual's score does not change substantially by re-taking the test or the consistency of the test results with itself. Or stability, in the sense that if the measurements were repeated for one individual, his degree would show an acceptable type of stability. (Kawafha, 2003, p. 71). Consistency also means objectivity. The individual gets the same score regardless of who applies the tool to him or who corrects him. Consistency requires that conditions remain the same or somewhat similar. (Kawafha, 2003, p. 71).

The questionnaire is fixed if it has been tested, and then re-tested after a specified period of "approximately two weeks" has passed, provided that the conditions between the two tests remain similar. This second test is called the scale, meaning the stability of the first test is measured on it. If the result is identical or close, this indicates that the questionnaire is stable and valid for application. (Al-Issawi, 2000, p. 114).

To calculate the stability, the method of re-testing was followed on a sample of (20) male and female employees from the University of Duhok. The application was repeated on them again after two weeks. Then the correlation between the two applications was calculated using the Pearson correlation equation. It turns out that the value of the correlation between the scores of the two applications is equal to (0.86), which is an indication of the high stability of the research tool.

#### **3.4 Fourth: Statistical data processing**

The data presented in the research were processed based on the statistical package for social sciences (SPSS). As for statistical methods, the study used the following methods as a tool for data processing and analysis:

- 1- Recurrence: that is, by calculating the number of repetitions of a value from the values and the abstract number without any effects on it.
- 2- Percentage (%): that is, the percentage of those who agreed with their opinions about a specific paragraph of the questionnaire in a specific alternative framework.

- 3- Pearson correlation coefficient: the correlation value was calculated to see the stability of the questionnaire.

### 3.5 Fifth: Study results and discussion

The results will be presented, analyzed and discussed according to the research objectives and as follows:

#### 1. Results related to the first objective: the level of Duhok University employees' use of equally as an independent strategy for resolving conflicts in the work environment.

In order to achieve this goal, the data contained in the research were processed using the second test for one sample, "a statistical method in treatment". The results showed that there is a statistically significant difference between the achieved mean of (65,280) degrees and the hypothetical mean of the scale of (60) degrees. Where the calculated t-value was equal to (6,910), which is greater than the tabular t-value of (1.960) at a level of significance (0.05) and a degree of freedom (249). The difference was in favor of the calculated or achieved mean. Figure (1) shows that.

**FIGURE (1)** The significance of the difference between the achieved mean and the hypothetical mean for using equally as a pattern for resolving disputes

Variable	The Sample	Achieved Average	Standard Deviation	Hypothetical Mean	The Calculated T Value	Significance Level 0.05
Equally pattern	250	65,280	12,082	60	6,910	Signifier

This result indicates that the level of using equally as a pattern for resolving conflicts in the work environment among the sample of male and female employees of the University of Duhok in general is high. This result can be explained by saying that this pattern has many privileges, which makes individuals prefer to use it in resolving conflicts that arise in the work environment. It provides psychological comfort and satisfaction of the individual's needs and instincts, according to psychological theories. When using this pattern, the mechanism for resolving disputes becomes easy to identify, simplifying procedures, and demonstrating results. Do not leave in the same parties to the conflict lump. Rather, everyone who has a right takes his right according to the procedural and substantive texts. Thus, this style guarantees fairness, inner peace, and an organized way to manage labor

disputes. In addition, the existence of special institutions of this type and special legislations regulating them makes awareness of them easy through legal awareness and vocational training, which makes avoiding and preventing conflicts easy.

**The second objective: the significance of the differences in the views of the employees of the University of Duhok on the use of equity as a pattern for resolving conflicts in the work environment according to the demographic variables: age, gender, and the college in which he works.**

In order to achieve this goal, comparisons were made in the views of Duhok University employees regarding the use of equity. According to the variables mentioned in the research and according to the following:

**A. Differences in the views of Duhok University employees about equity according to age:**

For comparison, the sample members were divided into four age groups. The first group consisted of (82) male and female employees, whose ages ranged from (21-30) years. The second group consisted of (69) male and female employees, whose ages ranged from (31-40) years. While the third group included (48) male and female employees, whose ages ranged between (41-50) years. While the fourth group consisted of (51) male and female employees, whose ages ranged from (51-60) years. The results of the comparison indicated by using one-way analysis of variance (ANOVA), however, that there were no statistically significant differences in the views of the respondents about using the equity style as a strategy in resolving disputes in the work environment, according to the variable of age. The calculated p-value was equal to (1,243), and it is not statistically significant at the level of significance (0.05) and degrees of freedom (3, 246), and Figure (2) shows that.

**FIGURE (2)** Significance of the difference in the points of view of the respondents about the use of the equity style according to the variable of age

Source of Contrast	Sum of Squares	Degrees of Freedom	Mean of Squares	F Value Calculated	Significance Level 0,05
Within Groups	542,913	3	180,971	1,243	Non D
Between Groups	35807,487	246	145,559		

<b>Total</b>	<b>36350,400</b>	<b>249</b>			
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This result shows that there is no difference between the viewpoints of the respondents in different age groups about the use of equally as a strategy for resolving disputes in the work environment. Perhaps the reason for this is that the age variable does not greatly affect the beliefs of the individual. Especially at the present time, and as a result of the information revolution and cultural openness that provides information for all ages.

#### **B. Differences in the views of Duhok University employees about equally according to the college:**

The results of using the t-test for two independent samples showed that there was no statistically significant difference between the average scores of the group of male and female employees who belong to humanitarian colleges. And the average scores of a group of male and female employees who belong to scientific colleges in using equally as a pattern for resolving disputes in the work environment. As the calculated t-value was equal to (0.244), which is non-functional at the level of significance (0.05) and the degree of freedom (248). Figure (3) shows that.

**FIGURE (3) Significance of the difference in the points of view of the respondents about the use of equally style according to the college variable**

The College	The Number	Average Score	Standard Deviation	The Calculated T Value	Significance Level
Humanity	140	65,114	11,462	0,244	Is Significant at 0.05
Scientific	110	65,491	12,879		

This result shows that the college variable (scientific - human) does not affect the level of using the equally style as a strategy in resolving conflicts in the work environment. Perhaps this is due to the fact that the pattern of equally depends on the nature of the convictions and perceptions held by the individual. It has nothing to do with the nature of the college, whether it is scientific or human in its specialization.

#### **C. Differences in the views of Duhok University employees about equally according to gender:**

The results of using the t-test for two independent samples indicated that there was no statistically significant difference between the mean scores of



the male group. The average scores of the female group in using equally as a pattern for resolving disputes in the work environment. As the calculated t-value was equal to (0.160), which is non-functional at the level of significance (0.05) and the degree of freedom (248). Figure (4) shows that.

**FIGURE (4) Significance of the difference in the points of view of the respondents about the use of the equally pattern according to the gender variable**

Gender	The Number	Average Score	Standard Deviation	The Calculated T Value	Significance Level
Male	88	65,113	12,062	0,160	Is Significant at 0.05
Feminine	162	65,370	12,129		

This result shows that the gender variable (male - female) does not affect the level of using the equally style as a strategy in resolving conflicts in the work environment. This may be due to the fact that the equally pattern depends on the level of awareness of the individual, his outlook on life, work and the nature of conflicts in the work environment. It has nothing to do with gender, whether the employee is male or female in his gender.

#### **4 Conclusion:**

At the conclusion of our study, we reached a number of conclusions, and we have a number of conclusions and recommendations as follows:

##### **4.1 Conclusions:**

- 1- Equity is a different strategy from all five strategies commonly used in resolving labor disputes.
- 2- Equivalence is often considered the best strategy in resolving labor disputes, because it performs the function of resolving these disputes from their roots.
- 3- Equivalence is considered one of the strategies that perform the functions of preventing and resolving conflict. Because it sets rules that prevent conflict in many cases. And lead to its solution in other cases along with the other five strategies.
- 4- There is a similarity between the equally strategy and the compromise strategy.
- 5- There are many justifications for adopting the equally pattern as a stand-alone pattern or strategy and adding it to the list of conflict resolution strategies.

**4.2 Recommendations:**

In light of the aforementioned results and as a complement to the intended benefit of the study, we can make the following recommendations:

1. The need for legal legislation to raise awareness of the possibility of using the equally model as a strategy in resolving conflicts in the university work environment.
2. Holding panel discussions in colleges to demonstrate the positive advantages of the equally method compared to other types of strategies used in resolving conflicts, especially in the work environment.
3. Conducting more research and studies in order to reduce the negatives that accompany the application of the equally method for resolving disputes in the work environment.

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