



## An analytical study of patterns of managing organizational conflicts of some popular Sports Club Presidents in Baghdad from the perspective of their employees

Research Article

**Jasim Ali Mohammed \***

University of Misan,  
IRAQ

**Mustafa Ismail Yasin**

University of Misan,  
IRAQ

### Abstract.

#### Background

Sports clubs are among the most important examples of sports institutions where these organizational conflicts arise; due to the magnitude of the administrative, financial, and organizational challenges and difficulties they face, decision-makers in them must address these organizational conflicts in the best way possible if they want to be described as a successful president of the sports club.

#### Objectives

This study aimed to develop a scale for organizational conflict management styles for the presidents of popular sports clubs in Baghdad from the perspective of their employees, in order to assess the level of each of the five styles, which the researchers based on the Thomas-Kilmann (TKI) model of organizational conflict management styles.

#### Methods

The research scale was developed and applied to a sample of employees in popular sports clubs in Baghdad (administrative staff, technical staff, coaches) across (10) clubs, from which the researchers selected (200) employees as their study sample. The study sample was divided into (100) employees as a construction sample, (80) employees as a scale application sample, and (20) employees from sports clubs as an exploratory sample, representing (19.3%) of (1036) employees who make up the original population of the study of employees in sports clubs in Baghdad officially registered with the Ministry of Youth and Sports. The researchers used the descriptive method with an analytical approach due to its suitability to the nature of the study's problem, which was summarized in the variation and diversity in choosing the method and style of managing organizational conflicts by employees in sports clubs, and the absence of a prevailing pattern among them.

#### Results

After constructing the scale and applying it to the study sample, and based on what the research results revealed following statistical treatments, analysis, and discussion, the researchers concluded that there is a disparity in the levels of organizational conflict management styles in sports clubs. The style chosen by the heads of sports clubs is determined according to differences in organizational cultures and the type of conflict the clubs face, where the levels of each style (competitive, collaborative, and negotiation) appeared high, while the avoidance style was relatively low, and the adaptive style was at a moderate level.

#### Conclusion

Through the study results, the two researchers reached several recommendations, the most important of which are: the necessity of training the heads of sports clubs on various methods of managing modern organizational conflicts, and developing and enhancing the culture of dialogue and cooperation among employees within sports clubs.

**Keywords:** sport management, patterns of managing, organizational conflicts, sports club.

Received: February 21, 2026. Accepted: May 02, 2026

\*Correspondence: [jassemalim@uomisan.edu.iq](mailto:jassemalim@uomisan.edu.iq)

Jasim Ali Mohammed

College of Physical Education and Sports Sciences, University of Misan, Amarah, Maysan Governorate, Iraq

Copyright: © 2026 by the authors. Published by KHATEC and Universitas Nahdlatul Ulama Cirebon, Indonesia. This is an Open Access article distributed under the terms of the Creative Commons Attribution License ([Creative Commons Attribution-ShareAlike 4.0 International License](https://creativecommons.org/licenses/by-sa/4.0/)), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.



How to Cite: Mohammed, J. A., & Yasin, M. I. (2026). An analytical study of patterns of managing organizational conflicts of some popular Sports Club Presidents in Baghdad from the perspective of their employees. *Journal of Applied Movement and Sport Science*, 2(2). 49-59. <https://doi.org/10.65575/jamss.v2i2.190>

## INTRODUCTION

Sports institutions face many challenges and difficulties in their continuous work throughout the sports season and beyond, difficulties in various areas that can become obstacles in the way of achieving the planned aspirations and goals (Ahmed & Hassan, 2022; Klokova, 2019). These recurring challenges exert real pressure on decision-makers in sports institutions to choose the most appropriate and feasible solutions among the available alternatives. Due to the pressure of these obstacles and challenges, and the difficulty in making suitable decisions to resolve them, organizational conflicts inevitably arise within the sports institution. These conflicts result from the overlapping administrative

roles of employees, the multiplicity of responsibilities, and differences in viewpoints. The head of the institution, described as competent in managing it, is the one who can handle these organizational conflicts in a way that ensures the sustainability of success in its work and helps to avoid these difficulties and pressures (Grygoriy et al., 2020; Masliak & Berlova, 2020; Pan, 2024).

Sports clubs are among the most important examples of sports institutions where these organizational conflicts arise; due to the magnitude of the administrative, financial, and organizational challenges and difficulties they face, decision-makers in them must address these organizational conflicts in the best way possible if they want to be described as a successful president of the sports club. In light of this work dynamic, the importance of how to choose a pattern for managing organizational conflicts emerges, as it is a key determinant for the stability of sports clubs and the achievement of their goals, as well as an important aspect in determining the competence of sports club presidents (Babalich et al., 2023; Dindorf et al., 2023; Ishfaq & Pramila, 2019).

From this perspective, this study attempts to shed light on the reality of managing patterns of organizational conflicts in sports clubs in Baghdad, through a realistic analytical study by examining the views of the employees regarding the pattern of organizational conflict management followed by their leaders (ZHAO, 2023). This is due to the particular nature of these clubs' work, resulting from the overlap of tasks among the technical, administrative, and training staff. This is based on the Thomas-Kilmann (TKI) five-pattern model (Thomas & Kilmann, 1974), which is one of the reliable modern scientific models and highly effective in identifying the type of pattern chosen in managing organizational conflicts within the management and organization of institutions (Klokova, 2019; Pan, 2024).

After conducting a series of personal interviews with some employees in sports clubs in Baghdad, the researchers noticed a significant variation in the choice of the type and style of managing organizational conflicts faced by Iraqi sports clubs during their ongoing work. According to the researchers, this variation stems from the diverse professional backgrounds of the employees, as well as the lack of clear functional coordination resulting from the overlapping nature of job roles and differences in perspectives (Grygoriy et al., 2020; Ishfaq & Pramila, 2019; Masliak & Berlova, 2020). Additionally, there is a lack of clear indicators regarding the methods chosen by the managers to deal with these conflicts, and whether their management styles lean towards strictness and firmness, consultation and negotiation, avoidance, or other organizational conflict management styles. As a result, the idea occurred to the researchers to undertake this study to answer the following question: What is the preferred pattern of managing organizational conflicts among the heads of sports clubs in Baghdad from the perspective of their employees and according to the (TKI) model?

Research Objectives are to develop a scale for organizational conflict management styles according to the TKI model for some presidents of popular sports clubs in Baghdad from the perspective of their employees. To identify the prevailing levels of organizational conflict management styles of sports club presidents in Baghdad from the perspective of their employees. Research Hypothesis there is a variation in choosing the five organizational conflict management styles according to the TKI model (competitive, collaborative, avoiding, accommodating, compromising) among sports club presidents in Baghdad from the perspective of their employees.

### *Definition of Terms*

Organizational Conflict Management Styles these are different methods used by heads of institutions in dealing with conflicts or problems within the institution, aiming to mitigate their impact and direct them positively. Thomas and Kilmann defined them as individual responses in conflict situations, according to the degree of assertiveness and cooperation with others. They are divided into five styles: (Competitive, Collaborative, Accommodating, Avoiding, Compromising) (Thomas & Kilmann, 1974).

## **METHOD**

### *Participant.*

The research population consists of administrative staff, technicians, and trainers in sports clubs in Baghdad who are officially registered with the Ministry of Youth and Sports, totaling (1036) individuals according to the official records for the year 2025. The research sample was selected randomly from (10) sports clubs representing the most popular clubs in Baghdad, bringing the total sample size to (200) workers from administrative staff, technicians, and trainers, constituting (19.3%)

of the original research population. The study sample was divided into three main samples, with (20) workers as an exploratory sample, while the sample for constructing the Organizational Conflict Management Style Scale consisted of (100) workers, and the remaining (80) workers constituted the sample for applying the scale. The geographical distribution of the sports club locations was taken into account to fully represent the city of Baghdad, as shown in Table (1).

**Table 1.** Shows the distribution of the research sample individuals according to the sports club and the type of sample

No.	Sports Clubs	Exploratory	Building	Application	Total
1	Al-Zawraa Club	-	13	10	23
2	Al-Shorta Club	-	14	10	24
3	Air Force Club	-	12	10	22
4	Al-Talaba Club	-	11	10	21
5	Oil Club	-	10	10	20
6	Al-Karkh Club	-	14	10	24
7	Al-Sinaa Club	10	-	-	10
8	Al-Hudood Club	-	13	10	23
9	Electricity Club	-	13	10	23
10	Baghdad Municipality Club	10	-	-	10
	Total	20	100	80	200

### *Research Design.*

The researchers used the descriptive method with an analytical approach due to its suitability to the nature of the study problem and its objectives, through conducting a field survey to collect and analyze the opinions of the study sample and attempt to uncover reality from its results. Ubaidat (2001), believes that this type of study requires analysis of the phenomenon being studied as it exists in reality to reach results based on reliable data collected from the field.

The two researchers need to collect various data to complete their research, which is done by selecting the appropriate tools that help them gather data, whether primary or secondary. It should be noted that there are many data collection tools from which the researchers can choose what suits their study methodology. The researchers used the following methods, tools, and devices:

1. Observation.
2. Personal interview.
3. Questionnaire.
4. Arabic and foreign sources and references.
5. International Information Network (Internet).
6. Stopwatch.
7. Computer (HP).

### *Defining Research Problem and Idea*

The research idea arose from the researcher's field observations and through some real events indicating the existence of administrative, technical, and financial conflicts within Iraqi sports clubs. Through several interviews conducted by the researchers with some employees of sports clubs in Baghdad, the research problem was identified, upon which the idea of developing a tool to measure the level of organizational conflict management styles prevalent among some presidents of popular sports clubs in Baghdad from the perspective of their employees was formulated.

### *Determining Validity of Dimensions and Items of Organizational Conflict Management Styles Scale*

After the researchers identified the problem and research idea, they aimed to create a suitable tool through which they could determine the types of styles used by sports club presidents in managing the organizational conflicts their clubs face. After reviewing the literature related to the study topic, the researchers decided to adopt the TKI (Thomas-Kilmann) model as a basis for developing the Organizational Conflict Management Styles Scale. The model includes five main styles, which the researchers adopted as dimensions for their study scale, as follows:

1. Competitive Style: In this style, the manager imposes his opinion and desire to achieve his personal goals without considering the opinions of others.

2. Collaborative Style: In this style, the manager seeks to reach a solution that satisfies all conflicting parties by integrating different viewpoints.
3. Avoidant Style: In this style, the manager withdraws from engaging in conflicts and tries to postpone their resolution or deliberately ignores them.
4. Accommodating Style: In this style, the manager prioritizes the interests of others over his own position in order to maintain friendly relations with employees.
5. Compromising Style: The manager relies on negotiation to reach a compromise among the conflicting parties so that each party obtains a part of its demands.

The two researchers prepared (25) items, distributed at a rate of (5) items for each dimension of the Organizational Conflict Management Styles Scale, according to the five styles in the TKI model. To ensure their validity, the researchers prepared a questionnaire for the validity of the items and presented it to a group of sports management experts consisting of (12) experts in order to obtain their agreement percentage. Answers with a percentage exceeding (75%) were accepted according to Bloom's opinion, meaning approval by (9) experts out of (12). After collecting and statistically analyzing the responses, all items of the Organizational Conflict Management Styles Scale for sports club presidents were accepted, as shown in Table (2).

**Table 2.** Shows the experts' agreement on items of Organizational Conflict Management Styles Scale according to TKI model for presidents of Baghdad clubs

Competitive	Suitable	Not suitable	Agreement rate	Avoidant	Suitable	Not suitable	Agreement rate	Negotiative	Suitable	Not Suitable	Agreement rate
1	10	2	83.3%	11	10	2	83.3%	21	12	0	100%
2	11	1	91.7%	12	11	1	91.7%	22	12	0	100%
3	9	3	75%	13	9	3	75%	23	10	2	83.3%
4	10	2	83.3%	14	9	3	75%	24	11	1	91.7%
5	9	3	75%	15	9	3	75%	25	9	3	75%
Collaborative				Adaptive							
6	9	3	75%	16	11	1	91.7%				
7	10	2	83.3%	17	12	0	100%				
8	10	2	83.3%	18	10	2	83.3%				
9	9	3	75%	19	11	1	91.7%				
10	10	2	83.3%	20	12	0	100%				

### Scale calibration balance

The researchers adopted the five-point Likert scale for its suitability with the response requirements that the researchers wished to obtain from the study sample, as shown in Table (3). The weighting scale received 100% agreement from the experts. Thus, the Organizational Conflict Management Styles Scale contains (25) items distributed across (5) separate domains, with the total score of the scale ranging between (25-125) points.

**Table 3.** Shows alternatives and response weights for Organizational Conflict Management Styles Scale

Direction of Conflict	Items in Organizational	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Weights		1	2	3	4	5

### Pilot Study

After the scale was completed in its initial form and became ready to be presented to the construction sample, the researchers initially conducted a trial of the scale on a pilot sample of (20) workers from the Baghdad and Industry Clubs on (30-7-2025) to determine the sufficient time to answer the questions of the Organizational Conflict Management Styles Scale according to the (TKI) model, which was determined to be (15 minutes). This was also to identify obstacles that might occur when applying the scale to the construction sample, determine the response time, and evaluate the efficiency of the assisting team.

### Application of the Scale to the Construction Sample

After completing the procedures for building the scale with its five dimensions and (25) items, the researchers applied it to the construction sample, which consists of (100) workers in mass sports clubs in Baghdad, randomly selected to build the Organizational Conflict Management Styles Scale, for the period from (5-8-2025 to 20-9-2025). After obtaining their responses, the answers of the construction sample were recorded in special forms prepared for this purpose in order to statistically process their data.

#### *Scale Validity (Statistical Analysis)*

After the two researchers obtained responses from a group of sports management experts regarding the validity of the items in the organizational conflict management styles scale according to the (TKI) model, and considering a (75%) agreement among their opinions according to (Bloom), the researchers thereby achieved face validity and logical validity for the scale items. Logical validity is defined as "presenting the scale items to a group of experts and based on that making some adjustments in the wording of the items according to their opinions" (Farhat, 2001).

Then the researchers statistically analyzed the scale items to determine the ability of the proposed test to distinguish between individuals who have a high level of the trait or ability and those who have a low level of the same trait or ability from another perspective, thus verifying construct validity in the following two ways.

First: Discriminatory Ability (The Two Extreme Groups): To verify the discriminatory ability of the rating scale items that have multiple-choice alternatives, the criterion for accepting their discrimination is that the value of the (T) test is significant between the scores of the highest and lowest extreme groups from the construction sample (Zaid, 2011).

Based on this, the researchers applied the scale to the construction sample (statistical analysis) comprising (100) workers. Using the extreme groups method, the results of the sample questionnaire were arranged in descending order, and then the top (27%) and bottom (27%) were extracted for both the highest and lowest groups, which amounted to (27) workers in each group. The results were processed using the independent samples (T) test for each scale separately. All scale items appeared to be discriminative, and none of the items were deleted, as shown in Table (4).

**Table 4.** The arithmetic mean, standard deviations, and calculated (T) value for the highest and lowest groups for the scale items

Paragraph	Lower group		Upper group		Calculated T-value	Sig. level	Sig. type
	Mean	Standard deviation	Mean	Standard deviation			
1	1.81	0.76	4.37	0.79	6.214	6.214	Sig.
2	2.07	0.88	4.55	0.73	7.103	7.103	Sig.
3	1.96	0.91	4.22	0.82	6.845	6.845	Sig.
4	2.15	0.97	4.48	0.76	7.214	7.214	Sig.
5	1.88	0.83	4.31	0.89	6.337	6.337	Sig.
6	1.74	0.92	4.6	0.71	8.412	8.412	Sig.
7	1.63	0.79	4.05	0.58	7.556	7.556	Sig.
8	1.69	0.82	3.94	0.61	6.904	6.904	Sig.
9	1.52	0.74	3.86	0.67	6.115	6.115	Sig.
10	1.7	0.81	4.44	0.52	8.02	8.02	Sig.
11	1.84	0.77	4.21	0.75	6.093	6.093	Sig.
12	1.95	0.88	4.39	0.73	6.812	6.812	Sig.
13	2.03	0.91	4.5	0.7	7.221	7.221	Sig.
14	1.77	0.8	4.18	0.64	6.447	6.447	Sig.
15	1.68	0.73	4.02	0.68	6.235	6.235	Sig.
16	1.91	0.87	4.36	0.72	6.774	6.774	Sig.
17	1.83	0.79	4.25	0.69	6.442	6.442	Sig.
18	1.72	0.84	4.11	0.66	6.208	6.208	Sig.
19	1.66	0.77	3.97	0.7	5.993	5.993	Sig.
20	1.89	0.86	4.47	0.74	7.031	7.031	Sig.
21	1.93	0.9	4.53	0.72	7.412	7.412	Sig.
22	1.75	0.78	4.09	0.63	6.084	6.084	Sig.
23	1.68	0.81	4.16	0.67	6.273	6.273	Sig.
24	1.8	0.85	4.28	0.71	6.65	6.65	Sig.
25	1.71	0.79	4.13	0.65	6.311	6.311	Sig.

Secondly: Internal Consistency: The internal consistency coefficient is used to determine the extent of homogeneity of the items in measuring the behavioral phenomenon, and the researchers used this method due to the following (Ikhlas & Mustafa, 2002):

1. It provides us with a homogeneous measure in its items so that each item measures the same behavioral dimension that the overall measure assesses.
2. The discriminative power of an item is similar to the discriminative power of the measure.
3. The ability to highlight the correlation between the items of the measure.

The value of this indicator was extracted using Pearson correlation coefficient between each item's score and the total measure score via the Statistical Package for the Social Sciences (SPSS), and Table (5) shows the results of the correlation coefficients of the items with the total score of the measure, all of which were significant and meaningful.

**Table 5.** Internal consistency coefficient for the items of organizational conflict management styles according to the (TKI) model for presidents of sports clubs

Paragraph	Correlation coefficient	Sig. level	Sig. type	Paragraph	Correlation coefficient	Sig. level	Sig. type
1	0.71	0.000	Sig.	14	0.63	0.002	Sig.
2	0.64	0.002	Sig.	15	0.58	0.003	Sig.
3	0.76	0.000	Sig.	16	0.71	0.000	Sig.
4	0.68	0.001	Sig.	17	0.67	0.001	Sig.
5	0.59	0.003	Sig.	18	0.61	0.002	Sig.
6	0.73	0.000	Sig.	19	0.56	0.004	Sig.
7	0.62	0.002	Sig.	20	0.75	0.000	Sig.
8	0.57	0.004	Sig.	21	0.78	0.000	Sig.
9	0.55	0.005	Sig.	22	0.53	0.003	Sig.
10	0.74	0.000	Sig.	23	0.65	0.001	Sig.
11	0.69	0.001	Sig.	24	0.66	0.001	Sig.
12	0.72	0.000	Sig.	25	0.62	0.002	Sig.
13	0.77	0.000	Sig.				

Table (5) results show that the items of the Organizational Conflict Management Styles Scale, prepared by the researcher, are consistent with the overall score of the scale, as they achieved a significant correlation at the significance level of (50.0) and there are no correlations less than (0.20). Al-Kubaisi (2010), indicates that "the Stanaly and Hopkins criterion for accepting item consistency is determined if the correlation coefficient between the item and the total scale score is significant and greater than (0.20)". After this procedure, the researcher confirmed the content validity (apparent and logical) and construct validity (discriminant validity and internal consistency validity) of the items of the Organizational Conflict Management Styles Scale according to the (TKI) model, before proceeding to the procedures for the reliability and objectivity of the scale.

### Scale Reliability

Since the number of scale items is odd, and to obtain more accurate results for determining the scale's reliability, the researchers aimed to extract the scale's reliability using Cronbach's alpha method based on the pilot sample data. The alpha coefficient for the overall scale reached (0.880), which is a high value indicating that all scale items enjoy a high degree of consistency, with a significance value of (0.000) less than the significance level (0.05), indicating that the scale reliability coefficient is statistically significant. The explained variance reached (0.774), which is a good value reflecting the items' ability to explain the variance in the Organizational Conflict Management Styles Scale according to the (TKI) model and its applicability. As shown in Table (6).

**Table 6.** Shows the results of the study scale reliability coefficient

Scale	Cronbach's Alpha Coefficient	Sig. level	Explained Variance	Notes
Organizational Conflict Management Styles	0.880	0.000	0.774	High and Acceptable

### Objectivity of the Scale

After the researchers presented the scale's items and their alternatives to a group of evaluators, the data was recorded in a form prepared for this purpose. It became evident that all scale items were clear, and that the alternatives were designed as multiple-choice options, which do not allow selecting

more than one alternative, and there were no items requiring open-ended responses. Thus, there was no disagreement among the evaluators about scoring them according to the weights adopted for deriving their scores according to the Likert method. Therefore, they are considered objective items that do not rely on essay-style explanations in their answers.

### *Application of the Scale*

The scale was applied in its final form to the employees at sports clubs in Baghdad Governorate on 80 workers representing the main application sample of this study, for the period from 1/10/2025 to 25/10/2025, at their workplaces. The respondents were assured that the information and data were for research purposes only and would be handled with complete confidentiality. Hence, the researchers proceeded to collect the responses of the scale and organize them into special forms in preparation for statistical processing, with the aim of identifying their level on the total score of the scale and in each domain or dimension of it, and then determining the prevailing type and level of organizational conflict management patterns based on the (TKI) model for the presidents of popular sports clubs in Baghdad.

### *Statistical Methods*

The researchers processed the study results electronically using the Statistical Package for the Social Sciences (SPSS), taking into consideration the scientific method in analyzing the results to achieve the research objectives.

## RESULTS AND DISCUSSION

### Results

After the two researchers achieved the first objective of the study, which was to develop a scale for organizational conflict management styles based on Thomas and Kilmann's (TKI) model with its five styles, and because the second objective of the study is to identify the prevailing styles from the perspective of employees in popular sports clubs in Baghdad, it became necessary for the two researchers to establish a criterion or standard to measure the level of the prevailing style among the five styles. Since the researchers had previously relied on the five-point Likert scale to measure the responses of the study sample, the levels of evaluation for the scale dimensions were determined according to the comparison of their arithmetic mean with the hypothetical mean of the scale as a criterion for judging the level, as shown in Table (7).

**Table 7.** Shows statistical indicators and level of the organizational conflict management styles scale and their ranking according to opinions of application sample

No.	Patterns	Mean	Standard Deviation	Hypothetical Mean	Calculated (T) Value	Sig. level	Pattern Level
1	Competitive	16.72	3.11	15	3.84	0.000	High
2	Collaborative	18.95	2.74	15	8.62	0.000	High
3	Negotiative	17.43	2.89	15	6.01	0.000	High
4	Avoidant	13.88	3.05	15	-2.74	0.007	Low
5	Adaptive	14.67	2.96	15	-1.12	0.266	Medium

Table (7) shows a significant variation in the responses of the application sample between the levels of the Organizational Conflict Management Styles Scale according to the (TKI) model. This is evident through referring to the difference between the arithmetic mean and the hypothetical mean for each of the five styles. The table shows that three styles—competitive, cooperative, and compromising—have high levels, while the avoiding style has a low level, and the accommodating style has an average level. The researchers attribute this variation in the levels of the five styles in the study sample to the prevailing styles in the Iraqi environment, where the heads of sports institutions tend to use the approach of imposing opinions or trying to listen to employees' opinions and employing them in managing organizational conflicts. The following is a discussion of the scale level results:

### Discussion

**First: The Competitive Style:** It is evident from the results of the study sample's responses in Table (7) that the level of the competitive style in managing organizational conflicts among employees in public sports clubs was high. This high level reflects the tendency of club managers to deal with matters

in the traditional manner by imposing their opinions over those of the employees, striving to win and gain victory in the conflict by any possible means. The researchers believe that the nature of work in sports clubs, which is characterized by continuous competition, contributes to the prevalence of this style in the responses of the research sample from the employees.

The researchers also explain that the rise in the level of the competitive style in the sports environment is due to the fact that administrative decisions sometimes require quick resolution in decision-making, which makes the inclination of some administrators lean toward a unilateral competitive approach in dealing with organizational conflicts. Al-Taie (2010), indicates that the competitive style often appears in organizational environments characterized by pressure and competition over resources. On the other hand, the two researchers believe that using the competitive style may be beneficial in some cases that require decisive decisions; however, excessive use of it leads to increased tension among employees (Custodio et al., 2024; Haidar et al., 2024; Junior, 2024; Mahesvi et al., 2024; Mariati et al., 2024). Therefore, it should be used in a limited way, as relying on it continuously may negatively affect the complexity of relationships among employees and weaken teamwork within the sports club. This is confirmed by Al-Zahrani (2015), that excessive use of the competitive approach leads to weak organizational relationships within the institution.

Second: The Cooperative Style: The cooperative style scored highly in the responses of the study sample, and it is considered one of the important methods in managing organizational conflicts within sports clubs, as it provides an opportunity for dialogue, understanding, and harmony among employees. It seeks to find solutions that achieve the interests of all parties involved in the conflict. The researchers believe that this is due to the nature of work in sports clubs, which requires teamwork, harmony, and cooperation among administrative staff, technical staff, and coaches. This nature of work explains the tendency of the study sample to consider this style dominant in their responses, which aligns with what (Al-Sharifi, 2016) indicated, that the cooperative style is one of the most effective methods in resolving organizational conflicts because it achieves shared gains for all parties.

The researchers also believe that the inclination of the studied sample's responses to elevate the level of the cooperative style stemmed from their feeling that this administrative approach improves job stability and increases work efficiency within sports clubs, as well as enhancing the spirit of work and harmony among employees. On the other hand, the researchers believe that working in this style requires the presence of a culture that encourages dialogue, transparency, openness, and listening to different viewpoints. Al-Azzawi (2010), confirmed that organizations that encourage participation in decision-making are better able to manage conflicts in a collaborative manner.

Third: The Negotiation Style: Results from Table (7) show that the level of responses for the negotiation style was also high, as leaders who manage their institutions using this approach rely on finding middle-ground solutions that satisfy all disputing parties. Through negotiation, they try to make each party give up some of their demands in order to resolve the conflict. This style is considered one of the prevalent methods in managing organizational conflicts within institutions. The two researchers believe that this pattern is compatible with the administrative work style in sports clubs, as many of the organizational situations and conflicts that the management of clubs faces require compromise solutions that ensure the continuation of work without disruption. The use of this administrative style contributes to resolving conflicts between employees and prevents them from developing into personal conflicts. This is confirmed by (Al-Sharifi, 2016) who states that negotiation helps maintain organizational relationships within the institution. From another perspective, the two researchers emphasize not always relying on this method in managing organizational conflicts because it sometimes leads to makeshift and temporary solutions that do not address organizational conflicts at their roots. (Al-Azzawi, 2010) has shown that compromise solutions may not always be the best if the problem requires a radical treatment. However, this method remains one of the important approaches in managing organizational conflicts, especially in organizational environments characterized by multiple viewpoints and differing interests, such as sports clubs in Iraq.

Fourth: The Avoidant Style: The results of the level of this style were low in the responses of the study sample, as shown in Table (7). This reflects the concept of this style, which is the tendency of club presidents to avoid organizational conflicts and fail to confront them. They prefer to ignore the problem or postpone it rather than engage in a direct confrontation with the other party involved in the conflict. The researchers believe that this style may appear in some club presidents due to fear of escalating conflicts and disagreements, feeling weak in their authority over some employees, or the desire of presidents to maintain personal relationships with their subordinates. This is confirmed by (Al-Zahrani,

2015), who states that some individuals prefer to avoid conflict to maintain social harmony within the organization. The researchers also believe that the level of the avoidant style was low in the responses of the study sample due to employees' fear that overusing the avoidant approach would lead to the accumulation of unresolved organizational problems. This idea is reflected in the statement of (Al-Sharifi, 2016), who notes that ignoring conflict does not end it but may increase its intensity over time. Therefore, club presidents should use this style in simple cases or when the conflict is minor. As for important issues and major problems, they should be dealt with using more effective methods.

Fifth: The adaptive style: In the sample responses at the level of this style, Table (7) shows that the level of the adaptive style was average, based on measuring the difference between the arithmetic mean and the hypothetical mean. In this style, sports club presidents tend to give up some of their rights and interests to preserve friendliness and maintain relationships, rather than focusing on personal interests. The researchers believe that this method sometimes appears among some sports institution presidents due to their keenness on harmony and maintaining team spirit, cooperation, and teamwork. This is confirmed by Al-Azzawi (2010), who stated that the adaptive style enhances human relations within the organization. Moreover, the use of this style by presidents in conflict management helps reduce conflicts and prevents them from escalating, especially in cases where the relationship between employees is more important than all conflicts.

However, the two researchers believe that repeated use of this method can lead some employees to feel a sense of injustice or exploitation, especially if the concession is always made to one side. Accordingly, the use of the adaptive style should be balanced in a way that maintains relationships without harming the interests of the individual or the organization.

#### *General Discussion of Scale*

Through the analysis of the results of the Organizational Conflict Management Styles Scale according to the (TKI) model, it becomes clear that employees in public sports clubs in Baghdad have employed a variety of styles in managing conflicts and disputes, ranging from occasionally using a competitive style, or a cooperative and negotiating style at other times, or resorting to other styles when necessary and required. The two researchers believe that this indicates the distinctiveness of the work environment, which is characterized by continuous interaction and cooperation among employees and differences in viewpoints according to circumstances and changing conditions. The use of one style or another depends on the nature of organizational conflict and the variation in its conditions. Employees sometimes resort to a collaborative or negotiating approach to achieve a certain interest, while in other circumstances they may use a competitive, avoidance, or adaptive approach. This is confirmed by (Al-Azzawi, 2010) that effective conflict management requires using the appropriate style for the situation.

### **CONCLUSION**

The presidents of community sports clubs in Baghdad use different patterns depending on organizational conflict management approaches. The competitive, cooperative, and negotiation patterns prevail as important methods in resolving conflicts within sports clubs. Overuse of the competitive or avoidance pattern sometimes leads to weak organizational relationships among employees. The use of positive methods in conflict management contributes to enhancing teamwork and harmony within sports clubs. Organizational conflict management methods are influenced and varied by the culture and nature of work within the sports institution. Recommendations: It is necessary to train the presidents of sports clubs on different methods of modern organizational conflict management. Develop and strengthen a culture of dialogue and cooperation among employees within sports clubs. Encourage sports administrations to use cooperative and negotiation methods in resolving organizational conflicts. Conduct training and educational courses for employees on communication skills and problem-solving methods. Adopt a scale of organizational conflict management patterns from other sports institutions.

### **ACKNOWLEDGMENT**

The researcher would like to express sincere gratitude to close friends and companions who have shared this journey, as well as to all parties who have supported and assisted in the completion of this article.

### **AUTHOR CONTRIBUTION STATEMENT**

Jasim Ali Mohammed & Mustafa Ismail Yasin Responsible for the entire script.

## REFERENCES

- Ahmed, M. I. A. Al, & Hassan, A. K. (2022). A System for the Management of Digital Transformation to Develop Productive and Competitive Performance in Sports Facilities. *International Journal of Human Movement and Sports Sciences*. <https://doi.org/10.13189/saj.2022.100604>
- Al-Azzawi, N. A. (2010). *Management of Organizational Conflict in Contemporary Institutions*, Amman, Dar Al-Maseera.
- Al-Kubaisi, W. M. (2010). *Psychological Measurement between Theory and Application, 2nd edition*, Lebanon, Al-Alamiah Al-Muttahida, 2010.
- Al-Sharifi, S. B. H. (2016). *Organizational Behavior and Conflict Management*, Amman, Dar Al-Fikr.
- Al-Taie, Y. H. (2010). *Organizational Behavior in Business Organizations*, Amman: Dar Al-Yazouri.
- Al-Zahrani, M. B. A. (2015). *Conflict Management in Educational Organizations*, Riyadh, Al-Rushd Library.
- Babalich, V., Sobko, N., Maleniuk, T., Sobko, S., & Kovalova, Y. (2023). Modern trends of physical education and sports in the education system of Ukraine. *Revista Amazonia Investiga*, 12(71), 199–213. <https://doi.org/10.34069/i/2023.71.11.17>
- Custodio, J. M., Shukla, M., Tulyakul, S., & Taiar, R. (2024). How ladder drill V-pattern and snake jump exercises impact the agility of basketball players. *Tanjungpura Journal of Coaching Research*, 2(1), 30–36. <https://doi.org/10.26418/tajor.v2i1.72008>
- Dindorf, C., Bartaguiz, E., Gassmann, F., & Fröhlich, M. (2023). Conceptual Structure and Current Trends in Artificial Intelligence, Machine Learning, and Deep Learning Research in Sports: A Bibliometric Review. *International Journal of Environmental Research and Public Health*. <https://doi.org/10.3390/ijerph20010173>
- Farhat, L. A. (2001). *Cognitive Measurement*, Cairo, Al-Kitab Publishing Center.
- Grygoriy, G., Yahupov, V., Svystun, V., Alway, S. E., Haff, G. G., Ball, S., Murlasits, Z., Yusof, A., Aziz, A. R., Centre, S. S., & Polevoy, G. (2020). *Dynamics of the Students' Physical Fitness While Studying at Higher Educational Institutions*. 9(9), 1–274.
- Haidar, M. D., Dewantara, J., Eken, Ö., Stojanović, S., & Agustina, D. (2024). Proprioceptive neuromuscular facilitation (PNF) stretching in futsal sport: How does it affect recovery pulse rate after high intensity interval training? *Tanjungpura Journal of Coaching Research*, 2(1), 23–30. <https://doi.org/10.26418/tajor.v2i1.77617>
- Ishfaq, R., & Pramila, T. (2019). A Single Point Assessment of Prevalence and Pattern of Sports Injuries among Young Indian Adults. *Journal of Pharmacy Practice and Community Medicine*, 5(1). <https://doi.org/10.5530/jppcm.2019.1.4>
- Junior, N. K. M. (2024). Structuring of the periodization in antiquity: the Roman military training. *Tanjungpura Journal of Coaching Research*, 2(1), 1–8. <https://doi.org/10.26418/tajor.v2i1.78257>
- Klokovala, S. (2019). Determination of level of physical fitness, priority of physical qualities of students and preferences of sports. *HUMANITARIUM*. <https://doi.org/10.31470/2308-5126-2019-44-2-86-92>
- Mahesvi, H., Sukarmin, Y., Suhartini, B., Bartik, P., Hansdorfer-Korzon, R., & Adil, H. M. (2024). How does ali satia graha and thai massage method compare? Study on pain and range of motion of chronic ankle injury. *Tanjungpura Journal of Coaching Research*, 2(3), 124–130. <https://doi.org/10.26418/tajor.v2i3.65878>

- Mariati, D. S., Sumaryanti, S., Nugroho, S., Yassin, A., & Budayati, E. S. (2024). Movement reinforcement factors related to children's motor skills: a review study in sports education. *Tanjungpura Journal of Coaching Research*, 2(1), 37–45. <https://doi.org/10.26418/tajor.v2i1.74751>
- Masliak, I., & Berlova, Y. (2020). The state of the cardiorespiratory system and the level of physical fitness at students of institutions of higher education of the I-II level of accreditation. *Scientific Journal of National Pedagogical Dragomanov University. Series 15. Scientific and Pedagogical Problems of Physical Culture (Physical Culture and Sports)*. [https://doi.org/10.31392/npu-nc.series15.2020.7\(127\).24](https://doi.org/10.31392/npu-nc.series15.2020.7(127).24)
- Muhammad, I., & Bahi. M. H. (2002). *Scientific Research Methods and Statistical Analysis in Educational, Psychological, and Sports Fields, 2nd edition*, Al-Kitab Publishing Center, Cairo.
- Ubaidat, D. (2001). *Scientific Research: Its Concept, Tools, and Methods, 4th edition*, Dar Al-Fikr for Publishing and Distribution, Amman, Jordan.
- Pan, Y. (2024). Sports game teaching and high precision sports training system based on virtual reality technology. *Entertainment Computing*, 50, 100662. <https://doi.org/https://doi.org/10.1016/j.entcom.2024.100662>
- Thomas, K. W., & Kilmann, R. H. (1974). *Thomas-Kilmann Conflict Mode Instrument*. Tuxedo, NY: Xicom.
- Zaid, H. F. A. (2011). *Psychometric Statistics in Educational and Psychological Research*, 1st edition, Amman, Wael Publishing, Distribution, and Printing House.
- Zhao, T. (2023). The role and influence of martial arts and taekwondo in the construction of sports culture in universities. *Region - Educational Research and Reviews*, 5(3), 157. <https://doi.org/10.32629/rerr.v5i3.1336>