

MANAGING CONSTRUCTIVE CONFLICT AND ITS IMPACT ON ENTREPRENEURIAL PERFORMANCE: THE MEDIATOR ROLE OF PSYCHOLOGICAL CAPITAL

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ABSTRACT

The study aimed to test the effect of the direct relationship between the constructive conflict as an independent variable and the entrepreneurial performance as a dependent variable, and their relationship by mediate psychological capital as an intermediate variable in the schools of distinguished in the city of Baghdad. The methodology was adopted in descriptive and analytical way to completing the current research. The data were collected from (442) respondents, with a deliberate sample (A manager, a teacher, an educational counselor, a teacher), adopted the questionnaire which included (69) paragraphs, and used personal interviews and field observations as aids in collecting them. The researcher used statistical programs (SPSS V.23; Amos V.23) by adopting the most relevant statistical methods (natural distribution test, exploratory and confirmatory analysis, mean, standard deviation, Pearson correlation coefficient, Sobel test) to test his hypotheses.

Keywords: constructive conflict, entrepreneurial performance, psychological capital

LITERATURE REVIEW

A. Constructive conflict

The process of supporting the objectives of the group and improving its performance, and raising awareness of the problems to be solved, as well as broader and more productive searches for solutions, and generally facilitate positive change and adaptation and innovation (Langton et al.,2016 :310).

Constructive Conflict Dimensions

Development of individuals: By adopting a culture of constructive conflict, organizations seek to develop the capabilities of their employees and expand their intellectual skills by encouraging positive management practices and constructive behaviors when dealing with various issues, apart

from personalization and emotional conflicts. Understanding constructive conflict and employing it by top management is essential for effective leadership by promotes constructive practices and strategies to manage motivational conflicts for individuals in order to stimulate them, as well as to emphasize positive approach to conflict resolution within organizations (Schlaerth et al.,2013:127).

Problem Solving: The importance of problem solving in the organization stems from the fact that it creates an appropriate environment for thinking among the employees about the problem and how to avoid it in the future. The practice of problem solving in organizations leads to the development of knowledge and intellectual skills, Stimulating motivation among employees and belonging to the organization, using previous experiences and using modern methods (Schmitz & Winskel, 2006: 586).

Build cohesion: Cohesiveness is one of the strongest support links for the continuity of the team and the perpetuation of relations between its various members. (Robbins, 2003: 23) refers to the concept of cohesion as "the degree of attraction and motivation of the members of one community to stay". Making members feel that they are motivated to stay there. The cohesion is a distinguishing feature of them, including the extent to which they commit themselves to achieving goals, carrying out tasks and common behavior.

Active participation: Participation in accordance with the behavioral trend is "a process of mental and emotional integration of individuals in the circumstances of the group that encourages them to contribute to their objectives and shared responsibility", and has three elements are integration, contribution and responsibility (Newstrom & Keith, 2002: 229).

B. Entrepreneurial performance

Building or installation that includes revenue and continuous satisfaction that is linked to entrepreneurial orientation while learning within the framework of excellence, uniqueness and risk (Callaghan & Venter, 2011: 29).

Entrepreneurial performance Dimensions

Innovation: Creativity is the main source of sustainable competitive advantage in turbulent environments and is due to the organization's ability to benefit from its learning and innovation efforts. Organizations with a high level of creativity and innovation will not only be able to respond to challenges and cope with changes in the environment but will be more able to lead their industry across Create the change you seek within the organization and thus change the market rules (Nisula & Kianto, 2013: 61).

Proactiveness: Prepared for the future environmental change and demand initiative, create and invest opportunities by offering new products and services that match the tastes and aspirations of customers and gain potential technological opportunities. Proactiveness is the primary motivation for the organization's entrepreneurial

directions and forecasts, gaining the ability to survive and predict future events (Jelenc & Pisapia, 2015: 166).

Self-Evaluation: is a dynamic and conscious process that examines the nature and functioning of the activities and processes of the organization and leads to highlighting their strengths and weaknesses in order to take corrective decisions and promote positive aspects. Through self-evaluation, the effectiveness and efficiency of the organization can be measured in terms of its functions, obstacles and risks, and its achievements and gains (Pinedo et al., 2012: 1070).

Reputation: is seen as the organization's prominent and widely recognized position among stakeholders in its organizational field and its superiority over competitors through its ability to produce high-quality, positively evaluated services (Rindova et al., 2005: 1035).

C. Psychological Capital

A set of positive psychic capacities described in the four summary dimensions (H.E.R.O), hope, self-efficacy, resilience and optimism that can be measured, developed and effectively managed to improve the performance of individuals (Ibrahim & Amari, 2018: 192).

Psychological Capital Dimensions

Self-efficacy: is based on the premise that the environment, behavior and perception work in a triangular way, to form human adaptation and change, that is, what people think and feel affects their behavior. (Bandura) interpreted self-efficacy as an individual's perception or ability to perform a task successfully, Ability or expectation of results (Luthans et al., 2007: 548).

Optimism: refers to the tendency of the individual to believe in the best possible results, and to maintain positive expectations over time and attitudes, ie, positive attribution, tendency toward immediate and future success. The individual's style of responding to events, the optimistic individual

attributes events or positive results to stable internal causes, while events or negative outcomes are attributed to external and temporary causes (Dossa,2016:18).

Hope: the individual perceives his own abilities to find ways and means to achieve the desired goals, and motivate the individual through the energy of goal-oriented thinking, leads to the maintenance of goals and adjust the paths if necessary to succeed as the essential element of building psychological capital (Ibrahim& Amari,2018:192).

Resilience : "The positive psychological capacities of the rebound, or the restoration of balance after obstacles, uncertainty, conflict, failure, or even the strong positive changes and individual progress such as increasing the responsibilities entrusted to him" (Luthans, 2002: 702).

RESEARCH METHODOLOGY

A) Research Problem:

The main purpose of the research is to formulate a better understanding of the content and practices of constructive conflict. Today's public organizations, including the schools of distinguished of the city of Baghdad; need a management characterized by creativity, imagination and the ability to manage organizational conflicts constructively and to benefit from them in achieving creativity and innovation in their educational services. Strengthen their competitive orientation by strengthening intangible assets represented by the psychological capital of their human resources. It is up to the management of these schools to develop a vision on the dynamics of the environment and in line with the sustainability and development of their entrepreneurial performance to comply with the new environmental changes by the emergence of private schools aspiring to compete with schools of distinguished.

B) Research Hypotheses

It subjects the achievement of the research targets as the following hypotheses.

First hypothesis:

(The management of constructive conflict is associated to a significant correlation relationship with the entrepreneurial performance and its dimensions).

Second hypothesis:

(The management of constructive conflict is associated to a significant correlation relationship with psychological capital and its dimensions).

Third hypothesis:

(Psychological capital is associated to a significant correlation relationship with the entrepreneurial performance and its dimensions).

Forth hypothesis:

(The management of constructive conflict has a significant impact on the entrepreneurial performance and its dimensions).

Fifth hypothesis:

(The management of constructive conflict has a significant impact on psychological capital and its dimensions).

Sixth hypothesis:

(Psychological capital has a significant impact on entrepreneurial performance and its dimensions).

Seventh hypothesis:

(The impact of constructive conflict management is significantly enhanced on the entrepreneurial performance by Psychological capital and its dimensions).

C) Society and research sample

The research community consisted of (27) schools, represented by (1325) individuals, while the sample was (442) respondents. It consisted of an intentional sample (manager, assistant, educational counselor, teacher) collected through the questionnaire, as well as personal interviews and field observations.

D) Research Tools

- **Theoretical aspect:** Arab and foreign sources that deal with the variables of

research and the available information on the World Wide Web and the contents of the research and letters and texts and articles of Arab and foreign.

- **The practical aspect:** The researcher relied on the questionnaire as the main source in collecting information and data to complete the requirements of the practical

aspect and to reach the results. The questionnaire was also provided with personal interviews, field observations and was used to formulate the research problem in the practical framework in particular, as well as five Likert scale. Table (1) shows the sources adopted in the questionnaire design:

Table (1)
Distribution of questionnaire paragraphs and approved sources according to questionnaire design.

Variables	Dimensions	No. of paragraphs	Authorized source
Constructive conflict	Development of individuals	6	Capozzoli,1995
	Problem Solving	5	
	Build cohesion	5	
	Active participation	6	
Entrepreneurial performance	Innovation	6	(Hollsopple & Jones, 2007)
	Proactiveness	6	
	Self-Evaluation	7	(Lumpkin&Dess,1996)
	Reputation	7	
Psychological capital	Self-efficacy	5	Luthans & Youssef-Morgan,2017
	Hope	6	
	optimism	5	
	Resilience	5	

Standards of honesty and valid of the procedures necessary to build tests and scientific standards in administrative research conducted by the researcher, Table (2) shows these values:

Table (2)
Values of Valid Alpha Cronbach

Seq.	Questionnaire axes	Valid	Valid for all axes
1	Constructive conflict	0.810	0.948
2	Entrepreneurial performance	0.934	
3	Psychological capital	0.913	

DATA ANALYSIS

A) Exploratory Factor Analysis

The researcher used exploratory factor analysis and KMO analysis to determine the internal consistency of the paragraphs and the adequacy of the sample for the current research according to table (3):

Table (3)
Final internal validation and KMO for questionnaire (69)

Dimensions	Corrected Item Total Correlation		
	Before recycling	After recycling	Eigen Value
X1	.590	.552	1.000
X2	.539	.757	
X3	.593	.774	
X4	.541	.742	
M1	.698	.570	
M2	.814	.707	
M3	.774	.706	
M4	.790	.701	
Y1	.758	.783	
Y2	.764	.809	
Y3	.802	.850	
Y4	.706	.759	
kmo measure of sampling adequacy.		0.920	
Bartlett`s Test of Sphericity Approx Chi-Square		2710.2	
Df		66	
Sig.		0.000	

B) Variance Explained

The researcher determines the factors that are sufficient and most accurate in determining the correlation between the search variables, using the variance of the components, and measuring the total variance explained with the inherent Eigen to measure the size of the contrast, and the value of the Eigen, It is statistically acceptable when is greater than (1.000) and is rejected if its value is less than (1.000) (**Barace et al.,2006:320**).

Table (4): Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings		
	Total	% of variance	Cumulative %	Total	% of Variance	Cumulative %
x1	5.954	49.619	49.619	5.954	49.619	49.619
x2	1.342	11.184	60.803	1.342	11.184	60.803
x3	.883	7.357	68.159			
x4	.706	5.881	74.040			
m1	.552	4.602	78.642			
m2	.479	3.994	82.636			
m3	.444	3.697	86.333			
m4	.420	3.497	89.830			
y1	.378	3.154	92.984			
y2	.319	2.657	96.641			
y3	.289	2.412	98.053			
y4	.234	1.947	100.00			

C) Normal Distribution Test

The researcher used the Kolmogorov-Smirnov test to find the normal distribution of the data since the sample is greater than (50). The rule of acceptance of the decision is that the data follow the normal distribution, when the significance is greater than (5%) for this research, but if it is equal or less, it does not follow the normal distribution (Abu Zeid, 2010: 313) Corresponding to the value of (Z) indicates the dispersion value corresponding to the Skewness and Kurosis, and be acceptable and indicate normal distribution when it is between (1.96 +/-).

Table (5): Kolmogorov-Smirnov test for normal distribution, Kurosis and Skewness

Variables	significant value	Kurosis	Skewness	Distribution
Constructive Conflict	0.083	-190	198	Normal
Entrepreneurial performance	0.064	- 0.331	- 0.257	Normal
Psychological capital	0.063	- 0.395	- 0.426	Normal

D) Mean and Standard Deviation

The availability of the dimensions contributed to the availability of the Independent variable (constructive conflict management) with a mean (3.83), and by agreement of the sample in question on its practice at a relative level of interest (77%), with a standard deviation (0.429).

Table (6)

Arranging the dimensions of the constructive conflict according to their level of importance

Dimensions	T value	Relative importance	Standard Deviation	Mean	Ranking
X2	31.73	78%	0.593	3.90	First
X1	43.64	78%	0.548	3.88	Second
X4	33.08	76%	0.517	3.81	Third
X3	27.10	74%	0.618	3.72	Fourth
constructive conflict		77%	0.429	3.83	44.58

The availability of the dimensions contributed to the availability of the Mediator variable (Psychological capital) with a mean (4.22), and by agreement of the sample in question on its practice at a relative level of interest (84%), with a standard deviation (0.463).

Table (7)

Arranging the dimensions of the Psychological capital according to their level of importance

Dimensions	T value	Relative importance	Standard Deviation	Mean	Ranking
M1	55.64	86%	0.497	4.32	First
M3	47.81	85%	0.542	4.32	Second
M4	41.59	84%	0.595	4.18	Third
M2	43.38	83%	0.555	4.15	Fourth
Psychological capital		84%	0.463	4.22	55.29

The availability of the dimensions contributed to the availability of the dependent variable (Entrepreneurial performance) with a mean (4.22), and by agreement of the sample in question on its practice at a relative level of interest (84%), with a standard deviation (0.503).

Table (8)

Arranging the dimensions of the Entrepreneurial performance according to their level of importance

Dimensions	T value	Relative importance	Standard Deviation	Mean	Ranking
Y2	58.41	88%	0.498	4.38	First
Y4	48.36	85%	0.552	4.27	Second
Y1	38.48	83%	0.627	4.15	Third
Y3	34.41	82%	0.675	4.11	Fourth
Entrepreneurial performance		84%	0.503	4.22	51.24

In all of the above tables of descriptive statistics, the researcher sees psychological capital in the first order in terms of practice, adoption, attention, agreement and homogeneity of opinions, while the entrepreneurial performance in the second order, and management of constructive conflict in the third order, thus the researcher has answered some Research problem questions, also appeared in research methodology.

E) Correlation Matrix**First hypothesis:**

(The management of constructive conflict is associated to a significant correlation relationship with the entrepreneurial performance and its dimensions).

Table (9)**Correlation Matrix Constructive Conflict with entrepreneurial performance**

	Y1	Y2	Y3	Y4	Y
X1	.379**	.349**	.372**	.310**	.410**
	.000	.000	.000	.000	.000
X2	.297**	.277**	.283**	.261**	.326**
	.000	.000	.000	.000	.000
X3	.341**	.333**	.324**	.327**	.387**
	.000	.000	.000	.000	.000
X4	.279**	.291**	.314**	.294**	.344**
	.000	.000	.000	.000	.000

X	.430**	.414**	.427**	.395**	.486**
	.000	.000	.000	.000	.000
No. Correlation	5	5	5	5	5
Percent	100%	100%	100%	100%	100%

Second hypothesis:

(The management of constructive conflict is associated to a significant correlation relationship with psychological capital and its dimensions).

Table (10)**Correlation Matrix Constructive Conflict with psychological capital**

	M1	M2	M3	M4	M
X1	.415**	.414**	.381**	.404**	.476**
	.000	.000	.000	.000	.000
X2	.327**	.378**	.328**	.364**	.414**
	.000	.000	.000	.000	.000
X3	.344**	.394**	.354**	.400**	.442**
	.000	.000	.000	.000	.000
X4	.306**	.398**	.334**	.344**	.410**
	.000	.000	.000	.000	.000
X	.461**	.524**	.462**	.502**	.577**
	.000	.000	.000	.000	.000
No. Correlation	5	5	5	5	5
Percent	100%	100%	100%	100%	100%

Third hypothesis:

(Psychological capital is associated to a significant correlation relationship with the entrepreneurial performance and its dimensions).

Table (11)
Correlation Matrix Psychological Capital with Entrepreneurial Performance

	Y1	Y2	Y3	Y4	Y
M1	.396**	.446**	.495**	.330**	.480**
	.000	.000	.000	.000	.000
M2	.566**	.564**	.605**	.465**	.638**
	.000	.000	.000	.000	.000
M3	.553**	.494**	.557**	.486**	.610**
	.000	.000	.000	.000	.000
M4	.557**	.562**	.591**	.456**	.627**
	.000	.000	.000	.000	.000
M	.617**	.614**	.667**	.517**	.700**
	.000	.000	.000	.000	.000
No. Correlation	5	5	5	5	5
Percent	100%	100%	100%	100%	100%

It is clear from all the above results in this research, check the correlation between the main search variables, as well as sub-hypotheses, which through which the researcher answered all the questions that appeared in the problem of research.

F) Impact Matrix

Forth hypothesis:

(The management of constructive conflict has a significant impact on the entrepreneurial performance and its dimensions).

Table (12)

Impact of constructive conflict and its dimensions in entrepreneurial performance

The dependent variable(entrepreneurial performance)								
Independent variables	St. E	A	B	T	P. Value	F	R²	R
X1	.040	2.669	.377	9.432	***	88.959	.168	.410
X2	.038	3.149	.277	7.240	***	52.419	.106	.326

X3	.036	3.031	.315	8.799	***	77.420	.150	.387
X4	.044	2.951	.335	7.678	***	58.944	.118	.344
X	.049	1.999	.570	11.666	***	136.095	.236	.486
Df	1, 440 , 441							

Fifth hypothesis:

(The management of constructive conflict has a significant impact on psychological capital and its dimensions).

Table (13)

Impact of constructive conflict and its dimensions in psychological capital

The mediator variable(psychological capital)								
Independent variables	St. E	A	B	T	P. Value	F	R ²	R
X1	.035	2.553	.403	11.364	***	129.135	.227	.476
X2	.034	2.960	.323	9.538	***	90.975	.171	.414
X3	.032	2.960	.331	10.344	***	106.993	.196	.442
X4	.039	2.818	.367	9.423	***	88.791	.168	.410
X	.042	1.984	.622	14.829	***	219.911	.333	.577
Df	1, 440 , 441							

Sixth hypothesis:

(Psychological capital has a significant impact on entrepreneurial performance and its dimensions).

Table (14)

Impact of Psychological capital and its dimensions in entrepreneurial performance

The dependent variable(entrepreneurial performance)								
Independent variables	St. E	A	B	T	P. Value	F	R ²	R
M1	.042	2.128	.486	11.488	***	131.967	.231	.480
M2	.033	1.828	.579	17.379	***	302.025	.407	.638
M3	.035	1.827	.567	16.160	***	261.332	.373	.610
M4	.031	2.011	.531	16.905	***	285.763	.394	.627
M	.037	1.016	.761	20.580	***	423.518	.490	.700
Df	1, 440 , 441							

Seventh hypothesis:

(The impact of constructive conflict management is significantly enhanced on the entrepreneurial performance by Psychological capital and its dimensions).

Table (15)

The relationship of the indirect impact of the constructive conflict of the entrepreneurial performance by psychological capital

Entrepreneurial Performance					
Constructive Conflict	Impact	Mediator dimensions	correlation	Indirect impact total	
	- 0.017	Self-efficiency	0.461	-0.0008	
	0.279	Optimism	0.524	0.1462	
	0.204	Hope	0.462	0.0942	
	0.268	Resilience	0.502	0.1345	
Indirect impact				0.367	
Direct impact				0.119	
Total impact				0.486	
ΔR	R	R ²	F	P-VALUE	X--→Y
106%	0.721	0.520	94.651	***	0.236

Table (11) shows the regression coefficients of the relationship between constructive conflict and Psychological capital ($a = 0.333$) and a standard error ($Sa = 0.042$), regression coefficients of the relationship between psychological capital and the entrepreneurial performance ($b = 0.490$), a standard error ($Sb = 0.037$), the value of ($t a = 14.829$) and the value of ($t b = 20.580$), the results were as follows:

Table (16)

Sobel's test of the impact of constructive conflict on the entrepreneurial performance by psychosocial capital

Input		Test Statistic	Std. Error	P-Value	T- test
A	0.333	Sobel test	0.0239	0.000	12.031
		6.802			
B	0.490	Aroian test	0.0240	0.000	12.021
Sa	0.042	6.788			

Sb	0.037	Godman test	0.0239	0.000	12.040
t a	14.829				
t b	20.580				

Table (61) shows that the mediator role of psychological capital is as real as P (Value = 0.000) for the main variable, the constructive conflict in the entrepreneurial performance. The calculated value of t (12.031) was greater than the tabular value (1.97) at significant level (0.05), proving that modeling the relationship of the mediator role and its path is significant.

CONCLUSIONS

The most prominent conclusions reached are the validity of the hypotheses of correlation and influence, as the schools of distinguished in the city of Baghdad strengthen its entrepreneurial performance by managing the constructive conflict (Development of individuals, Problem Solving, Build cohesion, Active participation), and the overall effect of this relationship increases significantly if there are mediator variables of the dimensions of psychological capital (Optimism, Resilience, Self-efficacy) and indirectly, especially through optimism, resilience and hope, and be in a stronger state through mediation after optimism.

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