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INTERACTIVE ROLE OF STRATEGIC CLARITY IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL CONFLICT MANAGEMENT AND STRATEGIC DECISION QUALITY

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Abstract. Different supervision methods usually lead to internal organizational conflicts, especially in a multi-unit organization, such as The Iraqi Ministry of Interior (IMI). In this regard, Successful organizational conflict management (OCM) is fundamentally associated with Strategic Clarity (SC) in addressing such conflicts which is also linked to the Strategic Decision Quality (SDQ). However, the complexity of the abovementioned variables is understudied especially in the governmental security-service sectors. The present study provides a comprehensive analysis of the relationships between OCM, SC and SDQ in the IMI. A questionnaire, prepared for measuring the interactive role of SC in the relationship between OCM and the SDQ, was distributed among leaders and managers of that ministry. It was evident that SC significantly enhances the relationship between OCM and SDQ in the ministry, registering a substantial interactive effect of 0.25. The study concluded that the dimensions of SC amplify the strategic connection between OCM and the high-quality SDQ made by administrative leaders in the ministry. This emphasizes the need for further integration and activation of SC as part of the strategic vision, particularly in security challenges.

Keywords: organizational conflict, strategic clarity, strategic decision quality, Iraqi Ministry of Interior.

JEL Classification: D23, M51, O31.

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1. Introduction

Supervision methods vary across different administrative levels, contributing to diverse conflicts within organizations. These conflicts are inherent in the organizational environment, with their intensity and impact differing across domains. Effectively managing conflicting parties necessitates inclusive strategic decision-making. The interactive role of strategic clarity and organizational conflict management affects the quality of the strategic decision (Ritchie-Dunham & Puente, 2008). This study tries to identify the guiding plans, such as the correct practical paths that help the departments of the Iraqi Ministry of Interior in their future directions in a more comprehensive and accurate approach to strategic clarity, as well as identifying best field practices for managing organizational conflict and the quality of strategic decisions.

Organizational conflict is inevitable in all human interactions, and certain types of positive conflict are evidence of organizational integrity, as it does not always negatively affect the quality of strategic decision-making but instead leads to positive results (Roscigno et al., 2009). Decisions marked by confidence and quality often result from the process of strategic clarity within an organization. Conversely, conflicts within an organization can impede effectiveness and have negative impacts on employees (Al Halbusi et al., 2021; Ciarniene & Vienazindiene, 2018; Vakola & Nikolaou, 2005). Unresolved conflicts drain time and resources, reducing productivity and fostering poor morale and stress among employees. Resolving organizational conflict strengthens relationships, furthering better communication and teamwork (Ayoko et al., 2021).

The existing gap in current research lies in the absence of a comprehensive cognitive and practical recognition of tenets of inter-organizational conflict based on interactive relationships between several complex variables such as strategic clarity, strategic decision, conflict management among others towards balancing positive potential of

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effective conflict management with the risks of unresolved conflicts. This gap impedes a thorough understanding of the ongoing intellectual debates surrounding these variables, both individually and collectively, and their practical manifestation within an organization. Highlighting this rarity underscores the relevance and importance of my research objective: to bridge this gap by exploring the dynamics of these variables within the Iraqi Ministry of Interior, offering insights crucial for enhancing its operational effectiveness and strategic decision-making. Therefore, this research offers further insights into the interconnected relationships among organizational conflict management, strategic clarity, and the quality of strategic decisions, specifically within the security-service sector (i.e., the Iraqi Ministry of Interior).

2. Literature review

Organizational conflict encompasses various forms such as task-related disagreements, interpersonal clashes, or structural disputes, each carrying distinct complexities (Liefooghe & Davey, 2010). Literature offers diverse measures to gauge conflict, including the Thomas-Kilmann Conflict Mode Instrument assessing conflict-handling styles and the Rahim Organizational Conflict Inventory evaluating the types and levels of conflicts within organizational settings (Hossain et al., 2018; Shweta & Jha, 2010). Studies often focus on either conflict resolution strategies or the impact of conflict on organizational performance, lacking a holistic outlook onto the interconnected dimensions. In contrast, this study aims to comprehensively explore the diverse dimensions of organizational conflict management, integrating measures of conflict types, resolution strategies, and their influence on strategic clarity and decision quality within the Iraqi Ministry of Interior and its implications for strategic decision-making within security-service sectors.

2.1. Organizational conflict management

Organizational conflict (OC) is the disagreement or incompatibility between two people or within the same individual, where choices seem complex and challenging, and goals, values and interests are incompatible, where individuals disagree about what to do, where to do, and when to do so (Davidaviciene & Al Majzoub, 2022).

According to Yousif and Yaseen (2021), the importance of OCM is highlighted in achieving the following advantages (Yousif & Yaseen, 2021):

- Creating a positive atmosphere and spirit among employees.
- Motivate individual employees and managers and encourage them to compete strongly.
- Discovering new creative and innovative talents and abilities.
- Coordinating the efforts of employees and realigning their feelings.
- Identifying and resolving sources of organizational conflict.
- Creating opportunities for change, growth and improvement.

Leadership is an important part of employee involvement. The leader's job is to improve employee performance and happiness by making the workplace a healthy and safe place to work. Thus, a leader's concern for meeting employee needs is central to the employee's engagement (Bannay et al., 2020).

The conflict is internal, as the individual's experiences contribute to the formation of his organizational personality and his behavioral and psychological reactions to the events that occur in the organization to which he belongs, or the conflict may be between individuals as a result of conflict between individuals in the field of work differences, or potential conflicts between teams and groups within the organization (Smallfield & Kluemper, 2022). The scale of the OCM variable, a set of methods have been relied upon within the Thomas & Kilman method. These strategies are the strategy of avoidance, cooperation, settlement, competition, and Waiver (Zaid, 2021).

- ***Avoidance Strategy*** involves temporarily withdrawing from or overlooking a conflict – disregarding or redirecting attention to other areas or situations while erecting barriers to all aspects of the conflict. This approach prompts individuals to retreat, flee, or evade direct confrontation, deeming it suitable when the conflict's subject matter holds little significance. This strategy is marked by individualism and minimal cooperation, entailing withdrawal and escape from conflict confrontation, often neglecting the interests of both parties.
- ***Cooperation Strategy*** refers to conflict parties who seek to cooperate with each other to find solutions that meet the needs of both parties and highlight the interests of each. When a conflict represents a threat to all conflicting parties, cooperation to resolve the conflict in an integrated manner is a better solution. If the goal of conflict management is learning, and when there is a desire to integrate different ideas and suggestions of employees from different perspectives and integrate interests based on opinions (Hussain & Li, 2022).
- ***Settlement Strategy*** involves conflicting parties agreeing on specific issues to achieve a compromise that satisfies all involved. Its purpose is to alleviate tension between the conflicting parties temporarily. This strategy encompasses vital methods aimed at identifying the root cause of the conflict, relying on persuading both parties to resolve their differences by making concessions that bring them to a mutually agreeable position.
- ***Competition Strategy:*** When interactions between parties carry inherent intensity, whether direct or indirect, each side aims for victory or at least not to concede defeat. Often, the involved parties' interests clash, potentially leading to one party's destruction by the other. Such a strategy can prove detrimental to both individuals and organizations, mainly when

no efforts are made to reconcile or harmonize the conflicting viewpoints of the involved parties.

- ***Waiver Strategy:*** Compromise strategy is about putting the interests of others ahead of their own. This involves setting aside one's aspirations and interests for the benefit of others, even at a personal expense. This strategy includes various tactics aimed at identifying the leading cause of the conflict and then persuading all parties involved to make concessions that put them on the same side of the conflict. This strategy involves persuading all parties to the conflict to resolve their differences by making concessions.

2.2. Strategic clarity

Strategic Clarity (SC) is a relatively recent concept that has garnered considerable research interest. Many organizations possess defined strategies yet encounter challenges in translating these plans into actionable steps, often due to a lack of clarity in their strategy. Addressing this ambiguity, which can impact performance across various organizational activities, has prompted strategic management to seek new perspectives to elevate organizational performance to superior levels (Qadir, 2023). An effective organization can achieve the most significant possible benefit through a well-defined strategy and, take advantage of material and human factors and control them to achieve its goals and achieve the best results (O'Donnell, 2012; Zacher et al., 2023).

SC is a tool used by management to establish and formulate the goals that the organization seeks to achieve, with a focus on coordinating efforts to achieve harmony with the organizational structure and to develop strategic plans that the organization can implement and will not be separated from its different internal cultures or the modern technologies it uses (Chermik, 2021; Ludviga & Kalvina, 2023). It was also defined as a product of strategic thinking rather than strategic planning. It also comes from being transparent about the values and attitudes in the organization and what the outcome should be, i.e. the ability to persist and know what to do in any situation (Hoffjann, 2022).

Covin et al. (2020) define how the organization's values, mission, and goals are straightforward to manage its projects. The importance of SC stems from the fact that it is an integrated approach, establishing an organizational unit, working towards organizational interdependence and a shared understanding of the organization, improving individual and organizational performance through standards, goals, and the organizational role, as well as developing strategies and implementation mechanisms (Covin et al., 2020). Each model from Ritchie-Dunham and Puente (2008) was applied to represent the dimension of SC, as shown in Figure 1 (Ritchie-Dunham & Puente, 2008).

- ***Goals Clarity:*** Establishing clear and prioritized goals fosters improved collaboration among team members involved in their development and aligns their competing interests. Transparent and understandable goals are easily absorbed, aiding in fostering unity among stakeholders. Objectives serve as the foundational reasons for an organization's existence and what it aims to accomplish, serving as a crucial aspect of strategic effectiveness by unifying diverse stakeholder perspectives. Ambiguity of purpose results from a lack of managerial capacity although ultimately it is an important consequence of the vision of the various stakeholders (Kaivo-oja & Lauraeus, 2018). Moreover, when individual workers achieve clear goals, they better understand the organization's intentions, strengthening their sense of belonging and attachment to the organization (Hansen & Kjeldsen, 2018).
- ***Activities and Procedures Clarity:*** Strategy embodies an action-oriented roadmap for achieving

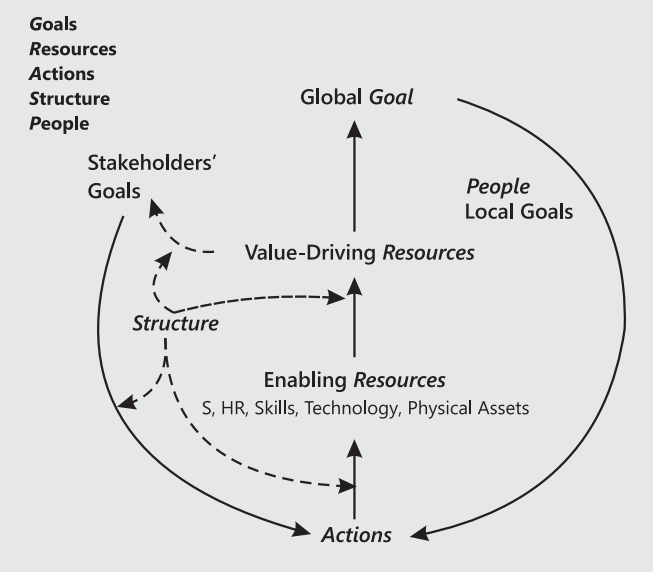

Figure 1. Dimensions of strategic clarity (Ritchie-Dunham & Puente, 2008)

defined goals. This roadmap demands clarity and purpose – a sequence of deliberate steps to yield specific outcomes. These outcomes, stemming from foundational work documents, serve as markers for success and inform and guide future initiatives. Clear administrative protocols prevent delays due to employee absence, while employee rotation benefits activities without compromising managerial roles (Chermik, 2021).

- ***Organizational Structure Clarity*** refers to the formal arrangement of job roles, management mechanisms, and the seamless integration of work activities towards achieving business objectives. It is an integral internal strategic factor, encompassing the functions and relationships among various organizational units. This clarity delineates the level of collaboration between these units, outlining their specific competencies or emphasizing interdependence and coordinated business. Organizations prioritize a clear organizational structure as it determines their adaptability to evolving work environment conditions. This structure serves as a blueprint, guiding organizations on how effectively they can respond to changing needs within their operational landscape (Chermik, 2021).
- ***Resources Use Clarity:*** The resources owned by the organization represent the factors it uses to accomplish its activities and can be represented by the infrastructure of the organization. This dimension is also expressed as the degree to which the organization has unique human, physical, financial or otherwise resources and the degree to which the organization can improve and use those resources efficiently and effectively (Ambrosini & Bowman, 2009). If managed effectively and with clear mandates, human resources can be a source of competitive advantage, increase organizational loyalty, and thus add value to organizational performance, enabling it to achieve its goals.
- ***Roles of Employee Clarity:*** Despite advanced automation or financial stability, a business's viability hinges on its employees comprehending their roles within it (Mahmoud & Harbi, 2019). In modern business landscapes, clarifying employee roles within the work framework is increasingly challenging. This complexity arises from the need for interaction among internal and external entities, dialogue among multiple parties within the organization, and effective coordination towards confronting uncertainty, and increased intricacy (Odhong & Omolo, 2014).

2.3. Strategic decision quality

Strategic Decision Quality (SDQ) involves a dynamic set of variables whose salient features are associated with their importance, bearing in mind that the importance of the quality of declared strategic decisions relates to the validity of implementation in the long run, the most critical part of strategic decision making is the implementation of important decisions by managers and leaders within administrative competence (Amason & Schweiger, 2012). SDQ addresses the long-term future of all parts of the organization and is measured through direction, exception, and continuity. Therefore, they are closely linked, constituting a pattern for unifying the organization and its leadership (Jalod et al., 2021).

SDQ helps identify and analyze how organizations respond to social environments and transform social advantages into competitive advantages. The tenets of the SDQ are represented by adherence to scientific decision-making methods, determining the appropriate timing for decisions, and organizational awareness of the importance of the participation of working individuals affected by decisions. The SDQ measures are the appropriateness of the decision, the acceptance of the decision, and the quality of the decision. The following explains these dimensions (George et al., 2016).

- ***Decision Appropriateness:*** The information available to an organization does not assist it in making appropriate strategic decisions unless it has a set of characteristics represented by accuracy, timeliness, and focus, among other characteristics such as comprehensiveness, completeness, and flexibility. The adequacy of strategic decision-making is achieved through the organization's possession of a set of information and data that gives a comprehensive and detailed understanding of everything that happens in the internal and external environment and good management of this data and information.
- ***Decision Acceptance:*** This dimension refers to the acceptance of the decision by the employees affected by the implementation of the decision in the organization and acceptance by active participation of these members in the strategic decision. The issue of employee acceptance of the decision is crucial for the success of the implementation process. Acceptance of the decision reflects commitment to the strategic decision-making process, executive satisfaction with the chosen decision, and commitment to ensuring that the decision is implemented correctly (Olson et al., 2007).
- ***Decision Quality:*** Quality refers to the degree to which strategic decisions can achieve decision objectives and respond to technical and economic criteria, as well as the availability of expertise and a clear understanding of decision-making factors. The quality of the strategic decisions of the strategic plan is the degree to which it is viewed as a set of informed strategic decisions (George et al., 2016). Previous research has investigated the complexities of organizational dynamics within various governmental sectors, including defense, information technology, and public administration (Abdallah & Abdallah, 2021; Hadi et al., 2021; Lowery, 2014). Based on this review, the following hypotheses were formulated:

H1: OCM has a significant Effect on the SDQ in the IMI.

H2: SC has a moderator effect on the relationship between OCM and SDQ in the IMI.

3. Methodology

The Iraqi Ministry of Interior consists of twelve directorates and five agencies, and within these directorates and agencies, choosing this ministry is attributed to what it represents as a strategic force that significantly influences on Iraqi society. In addition to the great success achieved by this ministry and its sound management, and the nature of the administrative and functional commitment of the managers, and this in turn allows to mark a state of success for conducting such a study. While the research sample reached 127 respondents from the leaders and managers of that ministry, which was valid for statistical analysis out of 140 distributed and received questionnaires. Thus, the response rate was 90%, which is a good and acceptable rate. Here, it should be noted that the research sample is intentional and not random, the authors followed a comprehensive enumeration method of the target group. Because the targeted individuals are high-ranking security and administrative leaders with large, varied and field responsibilities. This caused great difficulties in determining the dates of the meeting with them and explaining the nature of the questionnaire, the purpose of the research and its importance to the administration of the concerned ministry.

The research relied, in obtaining data on the practical side, on a questionnaire prepared for the purpose of measuring the interactive role of SC in the relationship between OCM and the SDQ in the Iraqi Ministry of Interior, which has a five-point scale of response strongly agree 5 – strongly disagree 1, and the questionnaire consisted of two parts, the first was devoted to general information about the person surveyed. The second part was devoted to measuring the research variables OCM, consisting of 20 items distributed evenly on four dimensions, the SC, which was adopted using the model (Ritchie-Dunham & Puente, 2008) and consisting of 25 items, and the SDQ. To ensure the stability and consistency of the questionnaire, Cronbach's Alpha and measures of confirmatory factor analysis were calculated using SPSS, AMOS.

A research model in Figure 2 was developed that describes the interactive role of the SC of the relationship between OCM and the SDQ. It was built by collecting solid administrative literature on research specialization, strategic management and organizational behavior.

4. Results

Table 1 demonstrates the analysis results of the Confirmatory Factor Analysis CFA. The parameter estimates are feasible and acceptable if their values exceed 40%. The smaller the standard errors are, the more it is representative. The statistical significance of the parameter estimates is determined based on the significance of the critical ratio CR, which represents the statistical scale for the significance of the parameter estimates, as the estimates are essential if they exceed the critical ratio 1.96 at the level of significance 5% (0.05) and if it exceeds 2.56 at the level of significance 1% (0.01). The value above 0.40 loading indicates Statistically accepted, except for items 2 from the Waiver strategy dimension, 5 from goals clarity dimension, 3, 4, 5 from the role of employees' clarity, which has been removed from the measurement.

Moreover, indicators and base quality of conformity structural equation modeling have exceeded the acceptable statistical limits. Table 1 presents the reliability analysis through Cronbach's alpha. The values are greater than 0.7, indicating that the used instrument shows a high internal consistency value.

Table 2 presents the results of descriptive statistics and correlation analysis. The mean and standard deviation values for OCM, SC, and SDQ are M = 4.053, SD = .390, M = 3.966, SD =.349, and M = 3.985, SD = .442, respectively. The Pearson correlation coefficient shows a positive and significant relationship between OCM and SDQ ($r = .931$, $p < 0.1$). It also indicates a positive relationship between SC and SDQ ($r = .538$, $p < 0.1$). These correlations were expected in the study hypotheses.

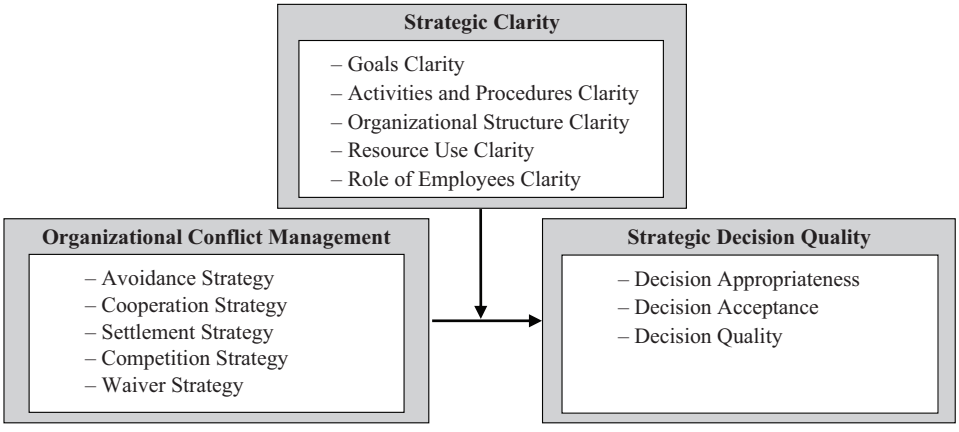

Figure 2. Research model

Table 1. CFA and Cronbach's Alpha measures

Variables (Dimensions)	Cranach's Alpha	Loading	Quality Indicators
OCM	.895		
Avoidance Strategy	.795	.570	Cimn/Df = 1.121 Gfi = .857 Cfi = .974 Ifi = .975 Rmsea = .031
		.708	
		.747	
		.619	
		.711	
Cooperation Strategy	.824	.761	
		.747	
		.654	
		.648	
		.629	
Settlement Strategy	.784	.515	
		.739	
		.760	
		.454	
		.622	
Competition Strategy	.844	.738	
		.769	
		.590	
		.716	
		.754	
Waiver Strategy	.701	.768	
		Del.	
		.471	
		.464	
		.533	
SC	.875		
Goals Clarity	.705	.619	Cimn/Df = 1.306 Gfi = .857 Cfi = .932 Ifi = .935 Rmsea = 049
		.728	
		.667	
		.548	
		Del.	
Activities And Procedures Clarity	.725	.512	
		.423	
		.628	
		.699	
		.587	
Organizational Structure Clarity	.703	.554	
		.530	
		.544	
		.669	
		.571	
Resource Use Clarity	.747	.488	
		.449	
		.667	
		.746	
Role Of Employees Clarity	.765	.817	
		.759	
		Del.	
		Del.	
		Del.	

End of Table 1

Variables (Dimensions)	Cranach's Alpha	Loading	Quality Indicators
SDQ	.874		
Decision Appropriateness	.807	.545	Cimn/Df = 1.289 Gfi = .903 Cfi = .964 Ifi = .965 Rmsea = .048
		.518	
		.799	
		.571	
		.806	
Decision Acceptance	.827	.744	
		.681	
		.680	
		.739	
		.654	
Decision Quality	.797	.554	
		.787	
		.696	
		.528	
		.669	

Table 2. Descriptive statistics

Main Variables	M	SD	OCM	SC	SDQ
OCM	4.053	.390	1		.931**
SC	3.966	.349		1	.538**
SDQ	3.985	.442	.931**	.538**	1

Note: n = 127, **p < 0.01.

The sample members have a good level of awareness of the variables of the study and its sub-dimensions, which contributes to strengthening the analytical research results related to proving the hypotheses in the next paragraph of this part of the results.

4.1. Tests of hypotheses

This research examined the impact of OCM on SDQ, and Moderator role of SC. The interactive variable can enhance the effect relationship or reduce the relationship between the independent and dependent variables. By converting the data of the independent variable and the variable (Moderator) into the centralizing formula – Centering or Standardizing). This is done by extracting the average data of each variable and subtracting its data from the average to obtain the concentration formula for each variable (independent and interactive). The main objective of this procedure is also to address the problem of the high correlation between the independent variable and interactive variable, each separately with the interaction variable that was formed from them. Figure 3 shows the regression paths between the independent and moderator and interaction variable on the dependent variable by adopting the structural equation modeling.

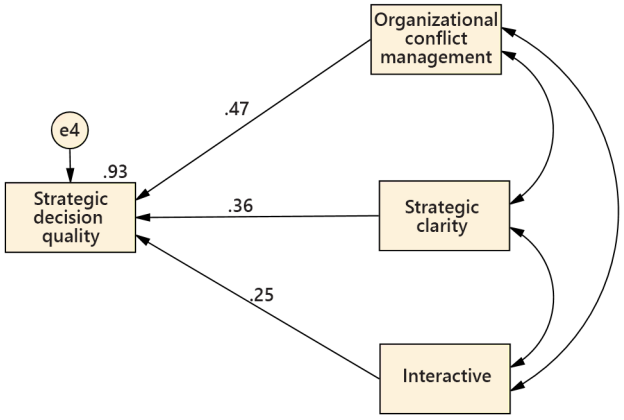

Figure 3. The regression path of the interaction model according to the structural equation modeling method)

Table 3 shows a summary of the estimates of the interaction model, which were significant below (P < .001), as well as the critical ratio C.R. is greater than (1.96), and it fulfills the required condition.

Table 3. Regression weights for the impact model

			S.R.W	Estimate	S.E.	C.R.	P
OCM	□	SDQ	.473	.536	.055	9.709	***
SD	□	SDQ	.359	.269	.028	9.615	***
Interactive	□	SDQ	.249	.210	.030	7.045	***

Table 3 displays the regression coefficient (S.R.W) for the interaction variable reached 0.25, which is a significant value. This means that there is an interactive effect that enhances the positive effect between the independent variable and the dependent variable. This result can be interpreted as the variable SC modifies the level of influence between OCM and SDQ, meaning that it (interactive variable) contributes to enhancing the effect of the OCM towards the SDQ. When the level of SC rises, the effect of OCM increases in the level of SDQ (see Figure 4). All research hypotheses were supported.

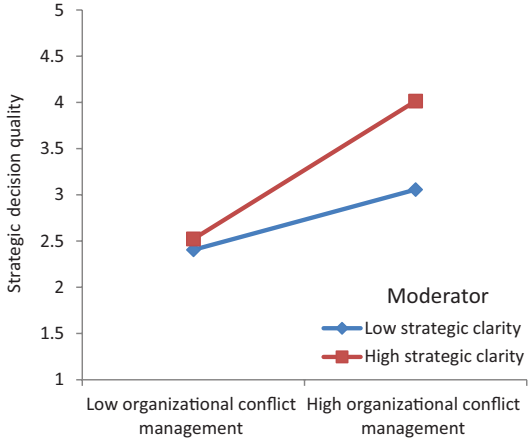

Figure 4. Interaction of SC at the level of impact of OCM on SDQ

5. Discussion

The current research dealt with the interactive relationship between organizational conflict management (OCM), strategic clarity (SC), SDQ applied in the Iraqi Ministry of Interior. It was hypothesized that OCM has a positive effect in enhancing the SDQ and exploring the interactive role of SC in the relationship between OCM and SDQ. The research analyzed the responses of the respondents, amounting to 127. The results showed that OCM strategies have a positive effect on improving the SDQ. Our study is relevant and useful in several ways: First, it provides further support for the benefits of organizational conflict management strategies in improving strategic decision-making. These findings are consistent with previous research (Elbanna et al., 2011), for example the (Elbanna et al., 2011). It was nevertheless reported that the task conflict still increases decision understanding, decision commitment, and decision quality (Olson et al., 2007).

Our results also agreed with studies (Amason & Schweiger, 2012; Schweiger & Amason, 1994). Moreover, the compatibility of these goes hand in hand with the findings of Hurt and Abebe (Hurt & Abebe, 2015) which explored the impact of conflict types on the effectiveness of the perceived strategic decision. Second, it provides more support for the impact of the strategic clarity of leaders and managers in strengthening the relationship between managing various conflicts and improving the quality of the outputs of strategic decisions. This result is consistent with the studies (Parayitam & Papenhausen, 2016, 2018), which examined the relationship between conflict management and the decision outcomes. In addition, the results supported the interaction function of (SC) between (OCM) and the (SDQ). This conclusion is also consistent with previous research. Amanah et al. (2022a) emphasized the need for organizations to consider components of strategic mediation that can be used to predict the potential and risks of future (Amanah et al., 2022b; Hussein et al., 2023). These results are consistent with the study (Ahmed et al., 2023), as it emphasized the importance of the strategic role in enhancing the performance of contemporary organizations, including the Ministry of Interior, the field of our current study. As a result, organizations must investigate interactive variables that may help respond quickly to internal and external business environment changes and act proactively to take advantage of the possibilities that arise due to change. This was reinforced in the study (Fadhil et al., 2023), which emphasized the importance of strategic Engagement in contemporary organizations to form agile work teams that achieve rapid response in resolving conflicts and managing them well.

Most respondents are administrative and security leaders with much experience in assuming various administrative and security tasks because they were employed according to strict criteria not subject to nepotism, family relations, or others, as is customary in the Iraqi environment. The descriptive results indicated that the leaders and managers have sufficient awareness of the variables of

the study and its sub-dimensions, which gives a strategic vision to improve its strategic performance by improving the quality of the decisions taken by them to be an ambidextrous organization, considering security developments in the contemporary environment.

6. Implications

First-order conflicts significantly impact subordinate group members within the organization, are morally clear to most observers, and follow established organizational and societal protocols. Conversely, second-order conflicts involve both dominant and subordinate group members, affecting a larger number of people, are morally more ambiguous, and lack clear protocols for resolution. Consequently, second-order conflicts often remain concealed despite their prevalence, leading to underlying hostility. The existence of second-order conflict might hinder efforts to address first-order disputes and could escalate conflicts between individuals from different identity groups (Choi et al., 2019; Contu, 2019; Hoffjann, 2022). Recognizing this distinction is pivotal for comprehending the complexities within diversity conflicts. When individuals understand the broader objectives, they are more likely to work together toward common goals, reducing hostility and negative behaviors (Abdelzaher, 2019; Abdelzaher & Tóth, 2020). Clear strategic goals often include guidelines for conflict resolution. By having well-defined strategies for handling conflicts, organizations can minimize the escalation of disputes that might otherwise lead to violence or unproductive behaviors among employees (Cowan & Horan, 2021; Friedman & Davidson, 2001; He et al., 2023). Decisions made in alignment with the strategic vision can reduce misunderstandings that could fuel negativity. A clear strategic framework encourages collaboration and cooperation among employees.

7. Conclusions

There is sufficient awareness among the sample of the variables and dimensions of the current research, which serves the research objectives and answers the question we documented previously. On the other hand, there is a strong and significant correlation between OCM and SDQ, which positively indicates the importance of OCM in the high level of SDQ taken by the managers of that ministry, in addition to the existence of an excellent significant correlation between (SC) and SDQ in the ministry under study, which indicates a cheerful enjoyment of a clear vision, objectives, policies and procedures in improving the quality of the ministry's strategic decisions. One of the most prominent results which was reached is proving the interactive relationship of (SC) in strengthening the relationship between (OCM) to improve the quality of the ministry's outputs through thoughtful and practical strategic decisions. These results support the idea of the research and achieve its objectives.

Indeed, the conflict can be beneficial towards creating a motivating climate for managers towards presenting and achieving what is better than others, and this is what we call positive conflict that can enhance the performance of the tasks entrusted to them innovatively and more helpfully than before, especially in the field of the ministry's work, which always needs renewal, and moving away from traditional methods to be more flexible, agility and ambidexterity in its security work, which is very sensitive and crucial to the sustainability of its success.

These compelling findings validate the fundamental premise of this research and open vistas for extensive exploration into refining the relationship between SC and OCM. The implications extend to organizational practices, suggesting that cultivating a cohesive strategic vision, harmonized with effective conflict management strategies, can significantly bolster an organization's capacity to make impactful decisions.

Author contributions

Conceptualization: ANH, AHO; Data curation: AHF, AAA; Formal analysis: AAA; Funding acquisition: ANH, AHO, AHF; Investigation: ANH, AHF; Methodology: AAA, AHF; Resources: AAA, ANH, AHO, AHF; Validation: AHO, ANH; Visualization: ANH, AHO; Writing – original draft: ANH, AHO; Writing – review & editing: AAA, AHF.

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