Political Behavior and its Impact on the Level of Organizational Conflict: An Analytical Study of the Parliament of Jordan

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Abstract

The study aims to diagnose the theoretical and intellectual fundamentals of the two phenomena of political behavior and organizational conflict of the members of the parliament of Jordan (of Notables and Parliament), also it aims to reveal the relation among the basic dimensions of political behavior and organizational conflict, and its organizational and psychological impacts within the causality concept as long as related to both political behavior and organizational conflict.

The study sample consisted of 78 members in the parliament, who have been chosen in a random sample and it formed a rate of 30% of the study, the researcher developed a questionnaire as a tool to gather the necessary data for the study and led to a number of results:

1. There is a difference in the patterns of political behavior and patterns of organizational conflict among the members of the parliament (Notables and representatives).

2. There is a difference in the political behavior strategies and organizational conflict strategies among the members of the parliament.

3. There is a statistically significant correlation between the political behavior dimensions and all of the variables (sex, marital status, functional expertise, and presence times to the parliament and the party to which it belongs), with a rate of 70%.

4. There is a statistically significant correlation between the organizational conflict dimensions and all of the variables (marital status, and presence times to the parliament), with a rate of 29%.

5. The results showed that the political behavior dimensions combined (agreement on objectives, agreement on public policies and personal agreement) and it has been shown a rate of 52.2%, 46.3%, and 48.8%, respectively of the total variation in the organizational conflict dimensions.

Keywords: political behavior, organizational conflict, political behaviors patterns, organizational conflict patterns, organizational conflict strategies, political behavior strategies

1. Introduction

The phenomenon of the political behavior occupied an important aspect of human thoughts in the world and gained a great attention among scientists and researchers in the fields of the humanities and administrative sciences due to the fact that the phenomenon reflected in the most formal relations, especially that most of the conversations and daily meetings in the modern societies between members of organizations on the vocabularies and concepts such as: (Machiavelli, a diplomat, politician in the company, the survival of the fittest, opportunistic and conflict) intended to describe attitudes, behavioral patterns, and phenomenon in the context of the organizational and management life which has become an obstacle that affects the performance of the individuals within the organization, so the political behavior of the individual, the organization, sect, or for the selected elites is the primary experimental fundamental of the organizational and political behaviors and often their common works forms their act collectively where these groups in terms of behavioral not acting and don't act as far as persons who make up the groups in certain ways within the institutions.

Political systems or institutions don't differ from the people behavior quality that find or organize its works and

if so the institutions must be analyzed according to its individual's behavior and their relation with each other, where there are human beings that decide, foresee and work behind these institutions and its works.

Practitioners of policy making are not prophets with foresight nor are messengers of closed eyes and the way in front of them is not clear nor straight, many of them may always don't know the end of the road, even if the end is in front of them but the stage is exciting even if it didn't culminate always with the crown of success.

When we say that the prescribed legislature is legislating a particular law, then the most of the members of the nation will be affected by the work of the council and guided by the agreed of the majority of the members and thus affirm the authority of the legislative council and because the behavioral actions of these relationships between individuals are unified, organized and stable. We can analyze the reality of political behavior as a special case of human behavior of the members of the parliament and its impact on conflict strategies where the political institutions are behavioral and work systems.

2. Theoretical Context for the Study

2.1 Problem of the Study

Indeed, it is important to reveal the most important reasons to study the phenomenon of political behavior that has not received adequate research because of the researchers care was to study other behavioral positions in other organizations and their interior environments.

The majority of the researchers went to focus on the context of the political behavior and organizational conflict at the social and political level away from the organizational level which make the talk about the two phenomena in these organizations understood implicitly, non-structured, and encouraging followed by difficulty in the administrative field because of the different connotations and sometimes ambiguous it bears , so it is difficult if not impossible for leaders to achieve good results in their works depending on themselves and through the authority they have, and they desperately need to know the reality of their political behavior and conflicts that revolve around them, the study also reflected the problem of mixing between the two phenomena of lawmakers and leaders and even academics which will not enable them to use the tools of these phenomena that are important in their fields.

2.2 Study Importance

This study derived it's important from the interconnection between it and its objectives, which it seeks to achieve, as well as addressing the phenomenon of political behavior and relating it to other phenomenon, that are not less important and influential in the organizational conflict. It seeks to display and analyze the most important dimensions of the political entrance (political behavior) paired with organizational entrances and its variables of organizational conflict, so this study comes to draw for us the nature of the political behavior with its patterns, models, strategies, and also the issue of organizational conflict to open new research horizons to student from one side and detection of the coherence of the parliament members representatives and notables on the other hand in an attempt to determine the political behavior by discovering some of the qualities that are supposed to be a feature of political behavior as relations of power, dispute and conflict to add organizational principle useful to seek for an explanation of this sense as a result of the institutional specifications that detect similarities or significant differences in the functional relationships among the group as is the case among individuals which in turn doesn't bring out the policy from behavior, and makes the behavior analysis of institutions is possible.

2.3 Hypotheses of the Study

In our study the current formula of alternative hypothesis has been adopted (H1) for the detection of existing ones in reality, accepting it, and rejecting its peer the null hypothesis (H0) to achieve the supposed study model and its objectives:

First: patterns of the political behavior vary among the parliament members.

Second: strategies of political behavior vary among the parliament members.

Third: patterns of organizational conflict vary among the parliament members.

Fourth: patterns of organizational conflict strategies vary among the parliament members.

Fifth: there is a correlation of statistical significance between political behavior and organizational conflict among the parliament members.

2.4 Study Objectives

According to what has been displayed in the research problem and in order to give a clear picture of the nature of the relationship between the basic dimensions of political behavior, organizational conflict, and their

organizational and psychological impacts within the causality concept which has long been associated with the concept of organizational conflict and political behavior. Research aims to: diagnostic intellectual and theoretical concepts of the phenomena of organizational conflict and political behavior, clarifying its nature and the basic theories of its study and opinions related to them, How the Jordanian parliament member's representatives and notables realize the political behavior and organizational conflict? Is there a difference between deputies and notables for that? Does deputies and notables derive their political behavior of the situational nature of units that previously monitored by them? And it also aims to diagnose the levels of organizational conflict of senate and notables, indicating the extent of the moral differences between them and the extent of its influence on their behavior?

2.5 Study Society and Its Sample

Study society is represented by the Jordanian parliament members and for the need to study researcher refuge to choose a random sample by 50% of study society, 28 notable, and 55 representatives, were distributed study questionnaires to all the members of sample where it retrieved 60 questionnaires all of it valid for analysis, 18 of it for the notables, and 42 for representatives, representing 72% of the study sample and 36% of the total study society.

2.6 Study Tool

The researcher depended mainly on questionnaire to gather the necessary data for this study that included three main sections, the first section was processing the demographic variables as in table 1, the second part represents the independent variables (political behavior) to two branches: a political behavior patterns, look at the table 2 which reflected a range of patterns and tactics including (insisting on the execution of orders, affection to other, rational act, sanctions and rewards, relation with others, to seek higher levels, solidarity and coalition behavior, and competitive). Section B political behaviors strategies which is used by the parliament members in their favors, Look at table 3 depending on the measure of all of (Falbo, 1977, kipnis, 1980, Naimi, 1996.) Section 3 represents the followed variable of organizational conflict which branch in turn into two sections are a organizational conflict pattern, Look at table 4 which includes agreement on the objectives and to agree on public policies and personal agreement, B organizational conflict strategies see table 5, using in identifying it the standard of Eisenhardt as Al-Naimi.

2.7 Methodology of the Study

According to the title and objectives of study, the descriptive approach was selected as one of the research methods in the humanities and social sciences and the use of the analytical method in the practical side.

2.8 The Used Statistical Methods

Data were analyzed using the statistical software (SPSS) version 10 under windows, and used ready-made programs in it and which related to find:

(1) The weighted arithmetic means.

(2) Standard deviations.

(3) The simple correlation coefficient for Spearman.

(4) Simple linear regression.

(5) Wilcoxon rank sum test.

(6) Kruskal-welz rank sum test.

3. The Political Behavior

New organizational thinking Grew up consider the organization political presence battling in it the groups and individuals for their own targets (Ahmed, 1988) and (Al-Naimi, 1996) and was the beginning of the approved studies, this entry was in the sixties and seventies of the last century where the results of these studies confirmed the importance of this approach in analysis and interpretation of the movement and behavior of organizations (Gandz, 1980), but these beginnings were slow because of the difficulty of applying the contents of this approach scientifically, adapt leadership/mangers/leaders to use in their administrative practices from side and avoid the concept of policy by researches in the humanities and social sciences on other side and this has led to difficulty in setting boundaries between both of the social, functional and political behavior and his refusal and resistance by leaders within organizations.

3.1 Concept of Political Behavior

The determination of the concept of political behavior or its definition is considered to be a fundamental problem, this is due to that the politicians define and interpreting what they do in a different way, and finding a comprehensive definition of political behavior will not be enough, because it will require to open new horizons to Fathom the political knowledge and determine the dimensions according to the visions and behavioral theories (Ahmed and others, 1988) (Heinz, 1963) defines the political behavior is the cognitive, directional and motivational components that take into accounts the individual political behavior and his needs, expectations according to his beliefs, values and goals. In spite of the difficulty of using political behavior in the organizations analysis, but the continued emphasis of the sensitivity and difficulty of this concept makes some of people to realize its impacts in various organizational activities, many people consider it "the power" that can be used to get the benefits without consideration of the target (Normal, 2001) this was confirmed by (keen,1984) in his definition of political behavior as defined as a set of political organizational acts that uses power.

3.2 Models and Assumptions of Political Behavior

Some writers studied the components of organizations and noted that it is composed of three systems that are: cultural System, Technology System, and Political System, these systems considered to be in a harmonization case (Tichy, 1993), writers and researchers disagreed on the variables that compose the political behavior, but they agreed on the existence of four basic models that within it can provide an understand and comprehensive conceive for the political behavior in organizations and this models are:

3.2.1 Process Model

Focusing on the political activity and defines it as the interactive set of entrances or mutual relations and have been developed by (Procter, 2003), political activity consists of three stages that are: the circumstances described above that are the personal characteristics of workers, characteristics of the group and the position, the mechanism of the process that includes the objects, roles, strategies, tactics and the results that reflected in the organization (Maurer, 1984 and Allen, 1979) as well as the model (Huff, 1980) that considers the organization as a political existence that has different interests intersect with the formal component of the organization. Defines the group model which care about interests taking into account the general policies of the private organization and to achieve this group coordinating and understanding between each other, forcing management to implement the group demands and taking a series of resolutions satisfactory to all parties inside and outside the organization.

3.2.2 Contextual Model

Depending on the study of circumstances which the organization, the external, and internal factors passed by, such as conflict, distribution of power and the political system. The variation among these forces according to this model for the lack of rational decisions suitable for all situations as a model (Pfeiffer, 1998) which focuses on the concept interdependence in the use of power among the various parties and the heterogeneity of goals and Scarcity of resources and that heterogeneity is due to the external environmental conditions of foreign affairs and contradictions within the organization where such conditions leads to unresolved conflicts Not be resolved only by force. The political behavior depends in this case on controlling the resources and the distribution of the power within the organization.

3.2.3 Group Model (Elites)

This Model is suitable for small size organizations which depends in the formulation of its policy on a small number of individuals where organization decisions based according to this model on the interactive result of some individuals have the influence power and not necessary they have formal positions, but they have their values and their sense of organization (Hardy, 1999).

3.3 Assumptions of Political Behavior

The political behavior depends on the study organization on a set of assumptions bear's visions, philosophies on the issues, organizational, and administrative matters. These assumptions are divided into two groups.

3.3.1 Assumptions of the First Group

Studying the political behavior of the organization away from other systems such as ecological, cognitive, and cultural, depending on the assumptions including: that (organization is political coalition, organization director is political director, organizational goals arising from the operations of bargaining power in the organization, several participants, obtain positions during the negotiations, participants categories are the processors, investors, consumers and governmental authorities. For each category of participants has a set of values and objectives

related to the environment) (March, 1962) and (Mayes, 1977) has been developed several assumptions for the development of the political behavior (each organization has its own political behavior resulting from the interaction of political variables and organization varies in the level of its political behavior and there is some difficulty in assessing the political organizational activities).

3.3.2 Assumptions of the Second Group

Assumptions of the second group was referenced to it within a comparison between the political and bureaucratic behavior in several indicators including change process that gets a major attention of political behavior and secondary one of bureaucratic. The starting point in the political is the conflict theory, interest groups theory, and the open system and power theory. The bureaucratic is the formal bureaucratic and classical formal systems and finally consider the decision-making in political behavior through negotiation, bargaining and the process of political influence in the bureaucracy is through the rational and procedures and to emphasize the implementation (Baidridge, 1982).

3.4 Strategies of Political Behavior

Groups and individuals seeking in different organizations and environments to achieve its goals through different mechanisms called strategies and tactics, including the political behavior, the Islamic and Christian religion is full of devices (strategies and tactics) is a person wants to become superior. In the holy Quran the wise Suleiman advises his son Loqman, also Noah and (Gary, 1992) says (don't be deceptive, don't say all the truth if you can't lie, and control your imagination) some of the thinkers has been benefited of these advices and developed it as did Machiavelli in his book (Prince) as highlighted some of the opportunistic, non-follow the ethical principles and suspicion of human nature (Kipins, 1980) selected several of strategies including (based on information in decision-making, individual support, and configure alliances with others) and regarding to what has been written about these strategies found that it is still growing and vary in names and exceed the forty strategy and tactics which includes: alliances, bargaining, insistence, persuasion, appeasement, solving, trust, reliability, threats, advice, divide and conquer, maneuvering, bargaining, negotiation, containment, Courtship, and to praise, contact with the top president, friendship and cooperation, deception, discussion, logical, defamation, evasion and the implication and auditing in those strategies shows that the coalition , rely on information and alliance with others strategy was the most important and will elect the most important of these strategies to be focused of the study later.

3.5 Classifications of Strategies and Tactics of Political Behavior

There is a difficult to distinguish between these categories due to the difficulties in understanding and realizing the political behavior from one side and the diversity and complexity of strategies and tactics that belongs to it on the other hand. Scholarships and researchers disagree about the criteria and indicators that uses this category where (Robbins, 1998) classified it into: attack strategies within the aggressive and defense acts related to the preventive behavior and the impartiality which includes negative and positive activity. While (Shein, 1988) classified it into two kinds: Covert and overt while (Falbo, 1977) see that it can be classified within horizontal indicators divided into rational and irrational. Its left end included more rational such as (negative bargaining and settlement) and its right end included the strategy of less rational and emotional such as (deception, evasion, and emotional tricks) as for the vertical second indicator is related to the direct and indirect acts that be in his top indirect strategies such as (intellectual exercises and implication) but in the bottom of it concentrated the tools of direct focus such as (persistence and simple phrases).

3.6 Previous Studies Related to Political Behavior

Considering the organization (political presence) is development in the organizational and administrative thought that raised a challenge not familiar to researchers previously in the organizational aspects and formed dilemma for researchers in the social sciences particularly in the Arab world despite the quantitative and qualitative development in the researches and studies related to political behavior and the spread of the political entrance in the European researches in general and in American in particular (Al-Naimi, 1996). The fifties of the last century witnessed remarkable progress in the civil studies in the field of political psychology and in particular the theoretical behavior where were the writings of Freud and Erik Erickson about the growth of political tendencies among individuals in the studies that tried to recognize the political individuals behaviors and the studies of Herbert, Grinstein and Hess was horizontal and vertical extensions of this issue (AL-sayed, 1999).

A series of studies has been conducted that can be used in determining the level of political behavior in organization, but the study of (Eugene, 1982) stated that the mangers are going to use political behavior tactics such as alliances , the formation of coalition, persistence, persuasion, and reliability in their daily practice in

organizations to influence on others. (Alen, 1979) applied his study on sample of engineers, technicians, and professionals in 18 different organizations in order to detect the most important tactics of political behavior, reached to that the sample individuals use strategy of information using: control and diversion in the first place followed by the coalition, to provide support, get close to the presidents, the formation of the impression to others, the completion of work, own experience, courtship, and praising to others.

4. Organizational Conflict (Theoretical Frame Works and Perspectives of Thought)

4.1 Organizational Conflict Concept

The difference on the concept of conflict because of the accumulation of knowledge in this issue over the past sixty years where the phenomenon of organizational conflict has become common, and it means the struggle bout values, seek to possess prestige power, rare resources and value (Hunaiti, 1993), defines (Rahim, 1976; Maghrbi, 1995) conflict as a form of interaction , considers (March, 1958) conflict a tool for change of imbalance that occurs on the behavior and lead to obstacle the dynamics of decisions-making system, (Safy, 1977) went that conflict leads to frustration because of the pressure in two different directions at the same time and (Brown, 1983) see conflict as competitive position that there are parties in it realize on its impact on determining their future positions. Researcher defines the operational definition of conflict as: the behavior of parliament members the representatives and notables who they follow in their work during parliament sessions to legislation of the laws or control of other authorities so arising of this behavior because of the disagree on goals sometimes and disagree on the public policy as well as the lack of personal agreement. All problem or dilemma at the level of the individuals, groups and communities stakeholders are involved and was the issue of study, analysis and research for the causes, consequences and requirements .organizational conflict occupies the interest of the scientists and researchers of the administration and in this context came our search for organizational conflict.

4.2 Strategies of the Resolve Conflict

Many of political and management science thinkers agreed that the organizational conflict has aspects of both negative and positive and likely its negative effects so they have been involved in managing it or resolved within strategies, tactics and policies use power or authority to reduce it, to avoid it, to withdraw from it, or to respond to it (Carnevale, 2000). According to (Barry, 2000) that the solution of the conflict is within a focus on skill in human relation and to find methods to cure it rather than soothing and analgesic and identified strategies to resolve (conflict inside individual) by sublimation, compensations, withdraw, justification and projection and (The person, 1994) stresses methods: competition, cooperation, avoidance, waive and settlement in conflict resolving. the conflict can be managed in behavioral ways and organizational ones within the role, role realization and the possible expectations of role, job design and job enrichment, analysis of cooperation and complaint among the highest official, team-building, organizational problem solving and tasks correlation analysis.

4.2.1 Conflict Stages

Conflict is passed by a series of stages (Wilson, 1999) referred to it as the implicit, explicit, and emotional conflict and (Al-Dhan, 1980) that the conflict graded according to three stages.

4.2.2 Implicit Conflict

There are three major stages of conflict: conflict within the individual, conflict between organizations (Askar, 1991) and agreed (Adeep, 1987) with him in terms of conflict stages represented in conflict between individuals, conflict inside organization and conflict among organizations and (Qaryouti, 1999) divided the conflict stages into: the conflict at individual level, the conflict at the organization level and the conflict between various organizations.

5. Data Analysis and Results Discussion

5.1 Description of Demographic Characteristics of Study Sample Individuals

Table 1 refers to the detailed description of the demographic characteristics of the study sample individual related to representatives and senate. It's clear in Table 1 that the group age 51 years and over (was ranked first in the senate) while came the group age (46-50) ranked first at the level of representatives. This seems to be logical and coherence with what mentioned in the general show and that who occupies position assumes that he exercised a lot of works and gain experience within his functional life and in particular the notables. The age group (46-50) was ranked second in the notables while the group age 51 and over was ranked the second in the notables, the group age (41-45) was ranked the third in the notables and representatives and by rate of 16.7% and

19.1%.

Respectively and finally the group age (36-40) came in the last level of representatives while there is no indicate of percentage in this category at the level of notables where the constitution sets the age of the notable appointment by forty year.

As for the sex variables, the number of male of notables are: 17 notable while the number of males of notables are: 38 representatives and these ratios are consistent with the layer of developing societies where the society is male and the power is concentrated among males while the percentage of females 5.6% at the level of notables and 9.5% at the level of notables.

As for the marital status variable results indicated that all member of the sample notables, and representatives are married.

As for the qualification variable it became clear that the number of notables who obtained a bachelor's degree are 15 while the number of representatives who obtained bachelor degree are 25 and the holders of master degree at the level of notables and representatives were ranked in the second level by rate of 27.8% and 23.8% respectively, and finally came the holder of PHD degree in the last level of notables and representatives.

As for the previous functional service variable the category of 21 came in the first rank at the level of notables who has a former career service (21 year and over) while came the category of 11-15 in the first rank at the level of notables and the category of 16-20 occupied the second rank at the level of notable and representatives. The two categories 6-10 and 11-15, were in the third and fourth rank at the level of notables by ratio of 5.6% while the two categories 6-10 and 21 and over at the level of representatives and by percentage of 9.5% and 4.8% respectively while the representatives occupied the majority in terms of the number of access to the parliament and by ratio of 11.1% and that all the members of the senate study sample not belonging to political parties while 12 representatives were of the parties by ratio of 28.6% and this is comply with what the political parties in the parliament XIV went to as the number of party member who have declared their party affiliation and ran on a party basis were 20 representatives by 18% of the total members of the parliament (Alrweidan, 2005).

Table 1. Demographic characteristic of the respondent members

Representatives		Notables		Categories	Characteristics
Percentage	Number	Percentage	Number		
4.8%	2	5.6%	1	6-10	
61.9%	26	5.6%	1	15-11	
23.8%	10	27%	5	20-16	The former functional service
9.5%	4	61.1%	11	21-above	
100%	42	100%	71	Total	
26.1	11	11.1%	2	2-1	Presence times to the Parliament
28.6%	12	0	0	0	
100%	42	100%	18	Total	Members belong to parties

5.2 View and Description of the Sample Individual Responses on the Pattern of Political Behavior

Within follow-up Table 2 it is clear that the weighted arithmetic means, standard deviations, and the answer level for the average of Representatives, Notables, and Likert came in a different and varying way which depends on the fifth standard of Likert for measuring the response of the sample individuals on the pattern practice or more of the political behavior which consists of 5 ranks (5 agreed completely and 1 don't agree completely). The results shows that the notables may have practiced 7 patterns of political behavior and by respectively the rational behavior, seek higher levels, get close to others, insist on the execution of orders, competition, relation with others and solidarity because its midst mathematical equation is greater than the prescriptive arithmetic of in a descending orders (3.06, 3.22, 3.94, 4.01, 4.11, 4.17) when results suggested that they didn't practice two patterns and are sanctions, coalition behavior from the point of their view because of the Weighted arithmetic mean is less than the imposed Arithmetic mean of 3 reaching 2.5 and 2.94 respectively. on the other hand the

results of Table 2 that the representatives may have practiced 5 patterns of political behavior according to the order (rational act, insistence on the execution of orders, get close to others) because their weighted arithmetic mean is greater than the imposed arithmetic mean of 3 and it in descending order (4.00, 3.93, 3.88, 3.71, 3.60) while clear in the results that they did not practice 4 patterns are: (penalties and rewards, relation with others, solidarity and coalition behavior from their point because their weighted arithmetic mean is less than the arithmetic mean of 3 it was 2.00, 2.90, 2.60, 2.12, respectively.

Table 2. Within the frequency distribution Weighted arithmetic mean and deviations standard

N2-42 representatives				N1-18 Notables						
ALPA	WC (%)	SD	WAM	ALPA	WC (%)	SD	WAM	CN	PBP	No
high	76.2	1.01	3.93	high	77.8	1.14	4.01	6	Insist on the orders execution	1
high	59.5	1.11	3.71	high	77.8	1.12	4.06	9	Courtship and get close to others	2
high	80.9	1.02	4.00	high	83.3	1.09	4.17	5	Rational behavior	3
low	14.3	1.22	2.00	low	27.8	1.31	2.50	4	Penalties and rewards	4
average	40.5	1.18	2.90	average	44.4	1.19	3.22	4	Relation with others	5
high	69.0	1.15	3.66	high	83.3	1.11	4.11	4	Seek higher position	6
low	23.8	1.23	2.12	average	50.0	1.21	3.06	4	solidarity	7
average	31.0	1.17	2.60	average	44.4	1.26	2.94	3	Coalition behavior	8
high	69.0	1.09	3.88	high	72.2	1.15	3.94	4	competition	9
high	51.6	1.13	1.13	high	62.3	1.18	3.56	43	Patterns combined	10

ALPA: Answer Level per Average; WC: Weight Centennial (important); SD: Standard Deviation; WAM: Weighted Arithmetic Mean; CN: Clauses Numbers; PBP: Political Behavior Patterns. Measuring the perceptions level responses about patterns 2.59 or less low 2.60-3.49 average 3.50 over high.

Table 3. Describing the views of the study sample individuals on a strategy of political behavior

92.9 %	39	7.1 %	3	88.9 %	16	11.1 %	2	Assault and attacks	19
64.3 %	27	35.7 %	15	61.1 %	11	38.9 %	7	Opponents	20
90.0 %	38	10.0 %	4	88.9 %	16	11.1 %	2	Evasion	21

By reviewing the percentages it's clear that 12 strategy was followed by the notables and representatives with varying degree all were in favor of notables because of its ratio is greater than the percentage of representatives and strategies are represented as follows: the coalition, Support, Alliances, Maneuver, Negotiation, Bargaining, Compromise, Insist, Containment, Rigor, Cooperation, Logical discussion, Confidence and control of resources with percentages ranged between 55.6%-94.4%. The least proportion was for the maneuver strategy 55.6% and the highest proportion was for alliances strategy 94.4% for the notables while percentages related to representatives answers ranged between 52.4% and 92.9%. The least proportion was for the maneuver strategy 52.4% and the highest proportion 92.9% for the alliances strategy also. These results are consistent and compatible to a large degree with the political behavior of the members of parliament representatives and notables as there seems to be harmony between them due to many factors including scientific, cultural, educational level, and the characteristics of the parliament members particularly from those who representing the elites of political community of the members of senate which combines the members of intellectual Islamic direction, efficiencies of political, economic , qualified culture with extensive experience and able to participate in the political development. It came in line with the contents of the study of both (Altrwnaa, 1999), (Naseer,

1996), (Tichy, 1993), (Falbo, 1997), and (Eugene, 1982).

5.3 View Description of the Responses of the Sample Individuals about the Organizational Conflict Patterns

The results of Table 4 refers to that the weighted arithmetic means, standard deviations and the response level for the average related to notables and representatives were varied and different as is clear from the results that the notables views were positive on one pattern of the organizational conflict patterns which represented by the pattern of personal agreement because the weighted arithmetic means of this pattern is 3.06 which makes it superior to the imposed arithmetic mean of 3 while the other results suggest that the other directions of Notables are not encouraging on the other types (agreement on goals and agreement on the public policies) from the point of their view due to its weighted arithmetic means was less than the imposed arithmetic of 3 that reached 2.72, 2.94, respectively.

On the other hand, the results of Table 4 that the representatives their thoughts are not encouraging about all the types of organizational conflict agreement on goals, agreement on public policies and personal agreement form their point of view due to the weighted arithmetic means for the three patterns were less than the hypothesis arithmetic mean of 3 reaching 2.17, 2.45, 2.74, respectively.

Table 4. Describing the responses of the study sample individuals about the organizational conflict patterns within the frequency distribution and the weighted arithmetic means and standard deviations

No	PBP	CN	N1-18 Notables				N2-42 Representatives			
			WAM	SD	WC (%)	ALPA	WAM	SD	WC (%)	ALPA
1	Agreement on goals	7	2.72	1.74	38.9	average	2.17	1.26	19.0	Low
2	Agreement on the public policies	10	2.94	1.55	44.4	average	2.74	1.52	50.0	average
3	Personal agreement	1	3.06	1.31	38.9	average	2.45	1.14	21.4	low
4	Patterns combined	18	2.91	1.53	40.7	average	2.45	1.31	30.1	low

Table 5. Describing views of the study sample individuals about the organizational conflict strategies

No	Organizational conflict strategies	N1-18 Notables				N2-42 Representatives			
		Yes		No		Yes		No	
		No.	P (%)	No.	P (%)	No.	P (%)	No.	P (%)
1	Making common goals	17	94.4	1	5.6 %	39	92.9	3	7.1
2	Al-Shura and participation	18	100	-	-	41	97.6	1	2.4
3	Development	18	100	-	-	40	95.2	2	4.8
4	Communications and information exchange	18	100	-	-	40	95.2	2	4.8
5	Competition	13	72.2	5	27.2	30	71.4	12	28.6
6	Cooperation (solidarity)	18	100	-	-	41	97.6	1	2.4
7	Conciliation	18	100	-	-	40	95.2	2	4.8
8	Settlement	14	77.8	4	22.2	31	73.8	11	26.2
9	Avoidance	1	5.6	17	94.4	2	4.8	40	95.2
10	Force (coercion)	-	-	18	100	-	-	42	100

By reviewing the percentages listed in the table 5 it is clear that 8 strategies were approved by Notables and Representatives with varying degree were all in their favor of Notables due to its superiority on the percentages of the answers of the representatives and the approved strategies are represented as follows (making common goals, Al-Shurra council and participation, development, communication and information exchange, competition, cooperation "solidarity", conciliation and settlement (with percentages ranged between 72.2 and 100%) while the ratios related to the responses of representatives between 71.4%-97%.

5.4 Testing the Study Hypotheses

5.4.1 The First Major Hypothesis Test

Vary the political behavior patterns among the members of parliament "for the purpose of testing the differences in the patterns of political behavior among the Notables and Representatives in the Jordanian council, the researcher felt to use Wlicoxon Rank sum Test and Table 6 shows this".

Table 6. The results of differences in the patterns of political behavior among the Notables and the representatives using Wlicoxon Rank sum Test

Result	Wlicoxon Rank sum Test values		Abstract(U)	Patterns Numbers	Wlicoxon rank sum
	Highest value	Lowest value	P-value	N1-N2	U-Min(U1,U2)
Reject null hypothesis(Ho)	108	63	0.042	9	23

Table 7. The results in the differences of the political behavior strategies among Notables and Representatives using Kruskal–Walz

Decision	table Chi-square value	Abstract(U) P-value	Strategies Numbers N1-N2	Kruskal -Calculated value (H)
Reject null hypothesis(Ho)	6.635	0.004	21	8.295

Table 8. The results of differences in the organizational conflict patterns among Notables and Representatives using Wlicoxon Rank sum test.

Decision	Wlicoxon Rank sum Test values		Abstract(U)	Patterns Numbers	Wlicoxon rank sum
	Highest value	Lowest value	P-value	N1-N2	U-Min(U1,U2)
Reject null hypothesis(Ho)	16	5	0.048	3	1

The results of Table 8 shows that the Wlicoxon Rank sum (U) of 23 is within the area of rejecting null (Ho) which means that (U < TL) which proving the rejecting of null hypothesis (Ho) which states that there are no differences in the patterns of political behavior among representatives, notables, and acceptance of alternative hypothesis (H1). This means that the pattern of political behavior vary among members of parliament and in favor of Notables due to the response average of Notables on the patterns combined of 3.56 and it is greater than the responses average of Representatives on the patterns combined of 3.20. On the significance value ($\alpha \leq 0.05$) based on the above we make sure of the right of the first major hypothesis.

5.4.2 The Second Major Hypothesis Test: the Political Behavior Strategies Vary Among The Members of Parliament.

For the purpose of testing the differences in the behavior strategies among Notables, and Representatives in the parliament we used for that the Kruskal-Wales Test, Table 7 illustrates this.

Table 7 shows the calculated value of Kruskal (H) reached to 8.295, it is larger than Chi square value (X2) of 6.635 with degree of 1 and significance value of $\alpha \leq 0.01$ which proves the rejecting of null hypothesis (Ho)

which states there is no difference in the political strategies among the notables and the representatives and accept the alternative hypothesis (H1), this means that the political behavior strategies vary among the parliament members and in favor of notables due to that the all percentages of notables responses on the strategies outperformed the percentages of representatives answers and on the significance level ($\alpha \leq 0.01$) based on the above we make sure the rightness of the second major hypothesis.

5.4.3 The Third Major Hypothesis Test: the Patterns of Organizational Conflict Vary among the Parliament Members

The table 8 shows the results of (Wilcoxon Rank Sum Test) to test the differences in the patterns of organizational conflict between the notables and the representatives in the Jordanian parliament. The results of table 8 shows that the calculated wilcoxon value (U) of 1 is within the area of rejection of the null hypothesis (HO) which means that (U < TL) which indicates the reject of the null hypothesis which states that (there is difference in the organizational conflict patterns among the parliament members and in favor of notables because the average responses Notables on the patterns of organizational conflict combined reached to 2.91 which is larger than the average responses (of representatives) on the patterns combined of 2.45, and on the significance level ($\alpha \leq 0.05$) based on the above we make sure of the rightness of the third hypothesis.

5.4.4 The Fourth Major Hypothesis Test: "the Organizational Conflict Strategies Vary among the Parliament Members"

Table 9. Refers to the results of (Wilcoxon Rank Sum Test) to test differences in the organizational conflict strategies among Notables, and representatives in the Jordanian parliament

result	Wlicoxon Rank sum Test values		Abstract(U) P-value	Patterns Numbers N1-N2	Wlicoxon Calculated value U-Min(U1,U2)
	Highest value	Lowest value			
Reject null hypothesis(Ho)	131	79	0.036	10	17

Table 10. The results of the relations test among the dimensions of the organizational conflict and political behavior

Organizational conflict dimensions	Political behavior dimensions								
	Insist on orders execution	Get Close others	Rational Act	Penalties and rewards	Relations with Others	Seek highest positions	Solidarity	Coalition behavior	Competition
Agreement On goals	0.428***	0.079	0.081	0.072	0.0177*	0.251**	0.3609**	0.143	0.269**
Agreement on public policies	0.259**	0.485***	0.266**	0.292**	0.054	0.370***	0.216**	0.005	0.041
Personal agreement	0.349***	0.285**	0.020	0.041	0.103	0.092	0.641***	0.116	0.538***

(*) correlation is significant under indication level (0.05); (**) correlation is significant under the indication level (0.01); (***) correlation is significant under the indication level (0.001).

It's clear from the results of the table 9 that the wilcoxon value (U) the calculated 17 is within the area of rejection the null hypothesis (HO) which means that (U < TL) that indicates the rejection of the null hypothesis which states that there is no difference in the strategies of the organizational conflict among the notables and representatives (acceptance of the alternative hypothesis (H1), this means that there is a difference in the strategies of organizational conflict among the parliament members and in favor of Notables due to the responses percentage of Notables on the strategies have outperformed the percentages of responses of representatives and on the significance level ($\alpha \leq 0.05$) based on what is mentioned above, we can assure the rightness of the fourth hypothesis.

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5.4.5 The Fifth Major Hypothesis Test

There is a statistically significant correlation coefficient between the political behavior and the organizational conflict to the members of The Parliament of Jordan Majlis Al–Umma.

For this purpose, a researcher used the Pearson correlation coefficient to measure the relation between the patterns of political behavior and the organizational conflict dimensions as shown in Table 10.

The results of Table 10 indicated that there are 15 statistically significant correlation of 27 correlations. This is according to the indicator between a dimension of the agreement on the objectives and by insisting on the execution of orders, the relationship with others, demanding higher levels, solidarity and competition. On the other hand, the researcher found a statistically significant correlation between the agreement on public policy, and each of the insisting on executing of orders, affection to others, rational behavior, sanctions and rewards, demanding higher levels, and solidarity. Moreover, there is a statistically significant correlation between the dimension of personal agreement and insisting on execution of orders, affection to and act for others, solidarity and competition) at levels of the three indicators 0.001, 0.01, 0.05. The fifth major hypothesis has been proven that there were five statistically significant correlations between the patterns of political behavior and the organizational conflict by 6%. The disagreement on the patterns of the organizational conflict leads the representatives and notables of parliaments to overuse the political behavior patterns when dealing with others, as the political behavior whether increase or decrease affects the organizational conflict whether increase or decrease. Such findings are agreed with what were brought by Al-Naimi, and Klein, and Madison, and Fawzaan.

5.4.6 The Sixth Major Hypothesis Test

There is a statistically significant correlation coefficient between the personal characteristics and the political behavior to the members of The Parliament of Parliament:

The following table 11 refers to the findings of correlations between the variables of personality characteristics and the political behavior patterns combined.

Table 11. The results of the correlations between the variables of the personal characteristics and all the dimensions of the political behavior

VPC	PBD	Age	Sex	MS	PTP	qualification	EJ	MAP
dimensions of the political behavior collectively		0.083	0.563**	0.558**	0.478**	0.067	0.289**	0.332**

VPC: Variables of the Personal Characteristics; PBD: Political Behavior Dimensions; MS: Marital Statue; PTP: Presence Times to the Parliament; EJ: Experience and Job; MAP: Members Affiliated to the Parties. (*) correlation is significant under indication level 0.01. (**) correlation is significant under the indication level 0.05.

Table 12. Correlations coefficient between the variables of the personal characteristics and all dimensions of the organizational conflict.

VPC	OCD	Age	Sex	MS	PTP	Q	EJ	MAP
Dimensions of the organizational conflict combined		0.096	0.050	0.233**	0.180*	0.098	0.135	0.078

VPC: Variables of the Personal Characteristics; OCD: the Organizational Conflict Dimensions; MS: Marital Statue; PTP: Presence Times to the Parliament; Q: Qualification; EJ: Experience and Job; MAP: Members Affiliated to the Parties. (*) correlation is significant under indication level 0.01; (**) correlation is significant under the indication level 0.05.

The results of the correlations between the variables of personal characteristics and the dimensions of the political behavior combined have showed that there are 4 statistically significant correlation coefficients of 7 correlation coefficients. It was found that there is a statistically significant correlation coefficient between the dimensions of the political behavior combined and each of sex, marital status, presence times to the Parliament, professional experience and Numbers of affiliated to the parties of indication level 0.01, 0.05

Based on what is mentioned above, we can assure of the validity of the fifth major hypothesis which stipulates

that there is statistically significant correlation coefficient between the variables of the personal characteristics and the dimensions of the political behavior combined. This was achieved by percentage 57%.

5.4.7 The Seventh Major Hypothesis Test

There is a statistically significant correlation coefficient between the personal characteristics and the organizational conflict to the members of the Parliament.

Table 12 shows the results of the correlations between the variables of the personal characteristics and the dimensions of the organizational conflict combined.

The final results contained in table 12 show that there are: 2 statistically significant correlation coefficients of 7 correlations. It is also found that there is a statistically significant correlation coefficient between the dimensions of the organizational conflict combined and each of both variables. The marital Statue and presence times to parliament at indication 0.01 and 0.05 with percentage of 29%. On the other hand, researcher also found that there are correlations between the dimensions of the organizational conflict combined and all personal variables. But they are so week and they have no significance at any of the aforementioned levels.

5.4.8 The Eighth Major Hypothesis Test

There is a statistically significant effect to the political behavior dimensions combined in the organizational conflict to the members of The Parliament.

Table 13 refers to the results of the linear regression analysis, which included measuring the impact of the dimensions of political behavior combined in the dimensions of organizational conflict to the members of the Parliament of Jordan.

Table 13. The results of a simple linear regression analysis

Political Behavior Dimensions (X)	The Organizational conflict dimensions	Calculated value (F)	Change correlation (R)	P- Value
Agreement on the Objectives(Y1)		11.731	0.522	0.000
Agreement on the Public policies(Y2)		17.929	0.463	0.000
The personal Agreement (y3)		19.721	0.488	0.000

F Ratio at two degrees 58.1 and indication level $7.12 = \alpha \leq 0.01$.

It was found that the rate of the calculated F Value to the dimension of the agreement on the objectives Y1 was 11.731. It is greater than the spreadsheet value of 7.12, which means that there is a highly statistically significant effect to the dimensions of the political behavior combined x into objectives agreement dimension Y1 at indication level 0.01.

Table 13 is showing that that the rate of the calculated value F to the dimension of agreement on the public policies Y2 was 17.929. It is greater than the spreadsheet value of 7.12, which means that there is a highly statistically significant effect to the dimensions of the political behavior combined x in the dimension of agreement on the public policies Y2 at indication level 0.01.

The dimension of the personal agreement y3 was 19.721. It is greater than the spreadsheet value of 7.12, which means that there is a statistically highly significant effect in the political behavior dimensions in personal agreement dimension y3 at 0.01 level.

On the other hand, it was found that the value of coefficient of explanation Ř2 was 0.488. This means that the political behavior dimensions collectively able to interpret a rate 48.8% of the overall difference in personal agreement dimension. The remaining 51.2% is attributable to other factors not included in the form of linear regression. Based on the above-mentioned, it was proved by researcher the validity of the seventh major hypothesis which means there is a statistically significant effect in the political behavior dimensions in the organizational conflict to the members of the Jordanian Parliament and by 100%.

6. Conclusions and Recommendations

The study concluded a number of conclusions on the theoretical and applied level in addition to a number of recommendations that the researcher sees the need to take it as much as possible as follows:

1. The phenomena of political behavior and organizational conflict are the main phenomena in the functional

field where they provide a support and attribution of the organization, and affirm the strength of its structure and make it dynamic.

2. The political behavior has a number of strategies where the individuals in various organizations seek to achieve their goals through.

3. The organizational conflict has its strategies which individuals tend to take them. They represent a common factor in the tradition of organization theory.

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