

Impact of Conflict and Self-esteem on the Quality of Decision Making in Algerian banks

تأثير الصراع وتقدير الذات على جودة صنع القرار

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Abstract:

This paper examines the impact of conflict and self esteem on the quality of the decision making. A generic framework for understanding the dynamics of this effect is presented, followed by an empirical examination of the relationship between cognitive conflict, affective conflict, conflict of interest and self esteem as independent variables with the quality of the decision making as a dependent one; 50 questionnaires were distributed to respondents in Algerian banks. The SPSS program was used to analyze the data. The results found that conflict and self esteem are significant predictors of the quality of the decision making. Whereas conflict may has a positive effect (cognitive conflict and conflict of interest) or negative (affective conflict) on the decision making quality, finding argue that people with high self esteem tend to make high quality decisions.

Keywords: Cognitive Conflict; Affective Conflict; Conflict Of Interest; Self Esteem; Decision Making.

JEL Classification Codes: D74, C31, D91.

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ملخص:

هدف هذا البحث إلى دراسة تأثير الصراع وتقدير الذات على جودة صنع القرار حيث تم تقديم إطار عام لفهم ديناميات هذا التأثير ، يليه فحص تجريبي للعلاقة بين الصراع المعرفي ، والصراع العاطفي ، وتضارب المصالح ، واحترام الذات كمتغيرات مستقلة مع جودة عملية صنع القرار باعتبارها متغير تابع ؛ تم توزيع 50 استبيان على الموظفين في البنوك الجزائرية. كما تم استخدام برنامج SPSS لتحليل البيانات. وجدت النتائج أن الصراع وتقدير الذات من أهم العوامل التي تنبئ بجودة اتخاذ القرار. بينما قد يكون للنزاع تأثير إيجابي (الصراع المعرفي وتضارب المصالح) أو سلبي (صراع عاطفي) على جودة عملية اتخاذ القرار كما وجدت الدراسة أن الأشخاص الذين يتمتعون بتقدير الذات العالي يميلون إلى اتخاذ قرارات عالية الجودة.

كلمات مفتاحية: الصراع المعرفي؛ الصراع العاطفي؛ تضارب المصالح؛ احترام الذات؛ اتخاذ القرار.

تصنيفات JEL : D74, C31, D91..

1. INTRODUCTION

In today's changing environment with the pace increase in some new trends like globalization and advanced technologies the complex organizations, strategic decision-making teams are responsible for making and implementing strategic decisions which have long-term performance implications and can affect the position and the image of the organization as a whole.

The study of strategic decision making (SDM) processes has long been of interest to both scholars and executives (Elbanna, 2008) and can be affected by many factors and managerial behaviors: like conflict, leadership and self esteem. In addition to the rapid shift in global competition coupled with managerial efforts to respond more effectively to the complex and dynamic environment which creates significant volatility and turbulence among the rank and file of most business organizations (Ehie, 2010). This volatility push researchers and practitioners alike to study the effect of

organizational conflict on the quality of the decision making. Since, conflict is commonplace in the strategic decision making process, research into its antecedents and consequences is increasing.

In other hand, many researchers have examined the influence of individual personality factors on decision making process; Self-esteem is one from these most important factors that can influence the quality of the decision making in many ways. This in other hand has a great impact on any organization's performance.

In this paper the researchers will investigate how one important individual aspect, self-esteem, and other managerial behavior, conflict as dependent variables influence the quality of the decision making. Depending on that multidimensional nature of conflict, there are two points of view concerning the role of conflict in the strategic decision making (SDM) process. First, not all conflict is harmful; this point of view depends on the type of the conflict and debate produced. Many authors argue that good managed and healthy conflict over issues can play a positive role in SDM resulting in an Increase in the quality of this later. In this study to more understand the impact of the conflict on the quality of the decision making the researcher distinguished this variable into three dimensions: the cognitive conflict, affective conflict and process conflict.

1.1 Problem Statement

The decision making is a very important task for any organization it affects all the operations and functions hence, the overall situation and reputation of the company. Formal planning calls for the generation of alternative strategies. It may be even difficult to make decisions because the different alternatives that can be faced be able to lead to different consequences. Some of those consequences may be good, and others may be bad. And what is good or bad depends on many affecting factors like conflict and self esteem; accordingly this paper tries to answer the following question: How can conflict and self-esteem influence the quality of the decision making? The subject's reply is generated by conducting an

empirical study in the Algerian context from the viewpoints and opinions of employees.

1.2 Study Objectives

The study aims to reach the following objectives:

- To define the self esteem and the conflict types;
- To identify the impact of self esteem on the quality of the decision making;
- To identify the impact of different types of conflict on the quality of the decision making.

1.3 Literature Review

Conflict is commonplace in the strategic decision making process and research into its antecedents and consequences are increasing. The earlier works about conflict come back to Fraser and (Fraser & Hipel, 1979) where they presented a study about solving complex conflict, and offered a method that permits the rapid assessment of complex conflict situations for the purpose of finding resolution to conflict, determining correct strategies and enhancing one understands of the problem. In the following some literatures related to the subject:

(Heredia & Aroce, 2004) in their study Decision-making patterns, conflict styles, and self-esteem they attempted to define the relationship between each of the decision-making patterns, the conflict style and self-esteem. The result of this study was consistent with the results of previous studies that show a strong relationship between conflict and decision-making methods and this relationship, along with the fact that self-esteem is related to the frequency with which patterns are used Different decisions in other words, self-esteem tends to weaken the relationship along the lines of the pattern, or to develop it in another way, the subject with a high appreciation of the self will be more able to separate its conflict patterns from the patterns of his decision.

(Seta & Waring, 2006) In their study: Reflections of the self: how self-esteem determines decision framing and increases risk taking, they investigated the influence of individual personality factors especially self-esteem on framed –processed- decision tasks and risk taking. They hypothesized that low self-esteem individuals would impose a negative impact onto framed decision tasks. They demonstrated that HSE participants were self-imposed whereas LSE participants were more likely to self-impose a negative frame. When these differences were accounted for, HSE and LSE participants were equivalent in risk seeking/avoiding choices.

(Parayitams & Dooley, 2009) in their Research on strategic decision-making, It focuses on both conflict and confidence as important practical variables that influence decision outcomes. Investigating the interaction between two types of conflict and two types of confidence, it argues that epistemic conflict and cognitive confidence are much more important than emotional conflict and confidence-based influence on strategic decision-making teams. The findings revealed that perceptions of trustworthiness on the basis of the efficiency of executives enhance the quality of the decision and commitment while perceptions of trustworthiness based on the relationships do not have any effect on the results.

(Ehie, 2010) In his study, the impact of conflict on manufacturing decisions and company performance, established a framework to investigate the impact of the conflict on operational decisions and company performance by examining specific decision-making scenarios in the manufacturing field. He studied, in particular, the impact of cognitive and emotional conflicts on the quality, understanding, commitment, and emotional acceptance of executive decisions and their effects on performance. The results showed that whether conflict is beneficial in industrialization decisions depends on the type of conflict and the structure of the decision-making environment. When conflict has decisions in which knowledge conflict is task-oriented and often based on a market-responsive

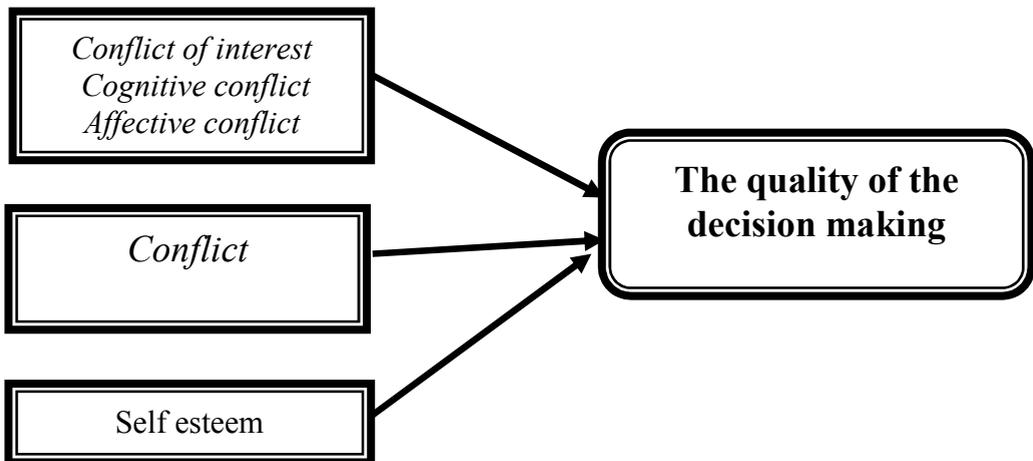
environment, conflict has a strong positive impact on the company's performance. While the decisions where emotional conflict or relationship prevail, the impact on performance is negative in either in a business-efficient or market-responsive business scenario

In this paper the researcher tries to investigate the effect of conflict as a managerial behavior (by distinguishing it into three dimensions the cognitive conflict, affective conflict and conflict of interest). And self esteem as a personality predictor on the quality of the decision making. After the theoretical section of this study the researcher performs an empirical study to see the effect of the two preceding variables on the quality of the decision making in the Algerian banks.

1.4 Study Model

To examine the effects of the conflict and self esteem as independent variables on the quality decision making as a dependent one, the following model will be investigated:

Fig.1. The study model



1.5 Study Hypotheses

The following hypotheses are developed and tested:

H₁: There is a positive effect of the Cognitive conflict on the quality of the decision making.

H₂: There is a negative effect of the affective conflict on the quality of the decision making.

H₃: There is a negative effect of the conflict of interest on the quality of the decision making.

H₄: There is a positive effect of the self-esteem on the quality of the decision making.

2. THEORETICAL FRAMEWORK

In this section the researchers address the main concept and ideas related to the topic.

2.1 Conflict

In the following the researchers clarify some concepts related to conflict:

2.1.1 Conflict Definition

Conflict can be defined as a disagreement between the company stakeholders concerning the risk level, future situations, main problems, methods of dealing with problems and providing alternative solutions, accordingly, conflict is mainly the result of misunderstanding and ambiguity (Elbanna, 2008). Besides (Thomas & Kilmann, 2010) define conflict as a situation in which people's fears appear incompatible. In an enterprise, employees' interests may focus on things such as determining how resources are allocated, identifying facts that affect an issue, and supporting various strategies.

Moreover (Thomas & Kilmann, 2010) see conflict as an outspoken move violently between two parties or more, who realize mismatched objectives, exceptional rewards, and interference from the other side in achieving their goals. Its source can vary according to the authority levels, resources limitation and other personal characteristics.

Thus, from the previous definitions, we can conclude that conflict is "situation in which the difference, miscommunication and resistance exists among employees with contrasting wants, thoughts, values, or objectives".. However, its results are not predetermined. Conflict might escalate and lead

to nonproductive results or can be beneficially resolved and lead to high decision's quality.

2.1.2 Conflict Causes

Conflict usually occurs because of one or more of the reasons which are:

- *Resources' Competition*: generally firm's resources are limited and this may create many types of conflicts between the company stakeholders.
- *Dependent Tasks*: when employees' jobs are interdependent this can lead to work conflict.
- *Responsibilities ambiguity*: overlapping responsibilities often lead to conflict. This can occur when one party takes responsibility that another can also claim.
- *Few Communications channels*: sometimes the miscommunication may generate a conflict between people, this may occur for many reasons like the language differences.
- *Differences in values and goals*: conflict is more likely between staffs with conflicting aims, attitudes and opinions.

2.1.3 Conflict Consequences

Conflict has both positive and negative effects. It can be positive when it helps for enhancing the inventiveness, expressing the opinions, and encouraging employees accomplish their tasks. While conflict can be negative when it creates resistance to change, it creates a confusion of society, increases distrust, creates a sense of defeat, or expands the misinterpretation gap (Umar, 2000).

In other hand, there are two ways of looking at organizational conflict. Each of these ways is linked to a different set of assumptions about the purpose and function of organizations:

- *Functional conflict (constructive)* serves the organization's interests when it sees conflict as a productive force, one that can stimulate the organization employees to increase their knowledge and skills. The

functional view of conflict also suggests that conflict provides people with feedback about how things are going as well.

- Dysfunctional conflict (deconstructive) threatens the organization's interests. Organizations are created to achieve goals by creating structures that perfectly define job responsibilities, authorities, and other job functions. Also, this type of conflict can bring about many negative outcomes within an organization or community including low quality of communication quality, dissatisfaction, spoiled relationships, low productivity, reduced group cohesiveness and performance, and the inability to achieve goals.

2.1.4 Types of conflict

The three most important types of conflicts are illustrated in the following:

a) **Affective (relationship) conflict:**

Relationship conflict tends to be emotional and focused on interpersonal incompatibilities or disputes and typically provokes hostility, distrust, cynicism, apathy and other negative emotions. So, this kind of conflict has negative implications on team and organizational functioning as it can: promote inefficiency and ineffectiveness (Panteli & Sockalingam, 2005). Moreover, emotional conflicts can be extremely destructive to the company if not resolved because they are strong negative emotions, misunderstandings or stereotypes, no communication, or unhelpful attitudes.

(Elbanna, 2008) states that the Affective the conflict focuses on personal problems, frustration and anxiety among decision-making processes, which may develop into anger toward other decision makers. When decision makers with higher levels of emotional conflict will produce lower quality decisions, have lower levels of understanding of their decisions, and have lower levels of commitment and emotional acceptance of their decisions with the potential impact of decision quality on the company's performance.

According to the definitions mentioned above the researcher concludes that the affective conflict focuses on interpersonal relationship and it is almost always dysfunctional (deconstructive) that decrease of mutual understanding and hinders the completion of organizational tasks.

b) Cognitive conflict (task)

This type of conflict focuses on the task achievement. It is often highlight important problems a company needs to solve. Moreover, (Panteli & Sockalingam, 2005)defined task conflict as a mission that focuses on governance differences on the best solution to achieve organizational objectives. It is therefore a requirement in which individuals differ on mission issues, including key objectives and decision areas, and the right choice to act.

Thus, the researchers can say that cognitive conflict "is related to the contents and goals of the work".

c) Conflict of interest (COI):

This type of conflict arises when an individual or association is involved in several interests, one of which can spoil the motive of an act in the other (Charles & Osaro, 2012, p. 120).Furthermore, it can only exist if an individual is entrusted with some impartiality; a little confidence is required to generate it. A conflict of interest is independent of the execution of violations. Therefore, conflicts of interest can be detected and defused willingly before any dishonesty occurs.

Finally, it can be concluded that the conflict of interest is "a situation in which a person has a private or personal interest sufficient to appear to influence the objective exercise of his or her official duties as, say, a public official, an employee, or a professional."

2.2 Self esteem

In this section some insights about the self esteem are presented as follows:

2.2.1 Self esteem definition:

The term self-esteem is a Greek word signifies "self respect." The "self" which is a part of self-esteem refers to the values, beliefs and attitudes that we consider about others. The "esteem" as a part from the self-esteem describes the importance and worth that one gives himself. Thus, Self esteem is a continuous process generating from communicating with our spirit and spiritual potential through self-acceptance, meditation, prayer, release, communion with nature and/or the demand of power from our higher power, source, or spirit. It is a process to balance our lives by consciously attending our spirit character, displaying the mind

(Yahaya & Geok, 2003)

Also, (Erkut, 2015)

Self-esteem is defined as self evaluation, the evaluation refers to a judgment of one's value and what is judged is one perception of who is, or one's self-concept, and every day, self-esteem can be expressed in 'I love who I am', 'I don't like who I am', or somewhere between these two end points.

Thus, self-esteem is the affective or emotional experience of the evaluations one makes with respect to one's personal value. So, self-esteem might be defined as how one feels about one's perceptions of self or one's self-concepts.

However, other researchers see Self-esteem as an experience. It is a special way of describing the self. More than just feeling it is a good value, It contains emotional, evaluative, and cognitive components. It also involves some behavior: moving towards life rather than moving away from it, take other actions, or take other actions; Or take other actions; or take other measures; or move towards consciousness rather than go away from it, but - treat the facts with respect and not deny; To act responsibly rather than the other way around, in addition to that, self-esteem is the act of experiencing the self as being competent to deal with the fundamental challenges of life and being deserving of happiness. It is confidence in the effectiveness of our minds and our ability to think. Consequently, it is

confidence in our ability to learn, make appropriate choices and decisions, and respond effectively to change (Branden, 2008).

2.3 Decision Making

In order to understand how self esteem and conflict may impact quality of decision making, it is first necessary to understand the decision making process and define the concept of a decision. So, a decision process is concerned with the whole series of activities involved in decisionmaking. Besides, there is general agreement in the management literature that a decision is a choice. It is variously regarded as a choice of strategy for action, or a choice leading to a certain preferred goals. In other hand, the decision also was defined as an experience, starting when the firm first became aware of a motivating concern or complexity and ending with a flourishing, or an unsuccessful implementation effort(Elbeltagi & Hegazy, 2002).

Moreover, Decision making involves choosing the most appropriate resolution to a problem from amongst a large number of alternatives. It is one of the most critical activities in an organization. An effective and efficient decision making process results in the all round success of the organization in the long run. This process involves identification of the problem, developing and analyzing alternative solutions, choosing and implementing the best solution, and evaluating the decision quality.

3. RESEARCH METHOD

This section introduces the study sample, the operational definition and the data collection methods as follows:

3.1 Study Sample and Data Collection Methods

Survey research involved the collection of quantitative data from a sample of elements drawn from a well-defined population through the use of a questionnaire which is distributed to a sample of 50 employees in Algerian banks. The questionnaire consisted of two major sections incorporating demographics (gender, age, education level, job level), and the impact of conflict which is measured by the following dimensions,

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cognitive conflict, affective conflict, conflict of interest on the quality of the decision making. SPSS 20 is used to analyze the questionnaire.

3.2 Operational definitions

The operational definitions of the study variables are presented in the following table:

Table 1. Variables' operational definitions

Variables	Operational definition
Affective conflict	Emphasizes on interpersonal problems, frustration and anxiety among participants in decision processes.
Cognitive (task) conflict	oriented task and focused on judgmental differences on the best solution to achieve organizational objective
Conflict of interest	Competition over perceived incompatible needs or believe that in order to satisfy one's needs, the needs of another must be sacrificed.
Self-esteem	The affective or emotional experience of the evaluations one makes with respect to one's personal worth.
Decision making quality	Doing the right thing right with the right people in light of uncertainty.

Source: prepared by the researcher.

4. RESULTS AND DISCUSSION

The main results and discussions are presented in this section:

4.1 Sample Characteristics

This section describes the sample of the study showing the frequencies and percentages of respondents according to their demographic variables (gender, age, education level and job).

Table 2. Respondents' gender

Gender	Frequency	Percent %
Male	31	62.0
Female	19	38.0
Total	50	100.0

As it is shown in table (02), 62% of respondents (31) were males, and 38% (19 respondents) were females.

Table (03): Respondents' age

Age	Frequency	Percent %
18-29	19	38.0
30-39	25	50.0
40-49	6	12.0
Total	50	100.0

From table (03) we can see that 38% of respondents were between 18 and 29 years old. While, 50% of respondents were between 30-39 years old, and 12% of respondents were of the age between 40 and 49 years old. Thus, the largest percentage was those respondents between 18 and 29 years old, because of the youth of Algerian society. And the lowest percentage was those who are between 40-49 years.

Table 04. Education Level

Education level	Frequency	Percent %
Bachelor	46	92.0
Master	3	6.0
Diploma	1	2.0

As it appeared in table (06), 92% of respondents (46) are bachelor, 6% (3) have gotten master degree and 2 % (1) have diploma. Thus, it is evident that most respondents have a university degree.

Table 05. Respondents' job level

Job level	Frequency	Percent %
Manager	1	2.0
Financial manager	4	8.0
Accounting manager	10	20.0
Technician	14	28.0
Teller	21	42.0

From table (05) it is obvious that 42% of respondents were tellers. While, 28% were technicians, 20% of respondents were accounting managers and 8% of respondents were financial managers and 2% were managers.

4.2 Reliability

Reliability is considered as the internal consistency analysis it measures the estimation on how consistently individuals respond to the items within scale. High coefficient of at least .60 is required to indicate an acceptable degree of reliability. Cronbach's alpha is used to investigate the data reliability and it is varied from 0.622 to 0.90, which is considered acceptable for this type of research.

Table 6. Cronbach's Alpha results

Independent Variables	No. of Cases	No. of items	Cronbach's alpha
Affective conflict	50	6	0.790
Cognitive conflict	50	6	0.723
Self esteem	50	5	0.622
Conflict of interest	50	3	0.680
Quality of the decision making	50	11	0.905

4.3 Normality test

Normality occurs when the shape of the data distribution for the variables varies considerably from the normal distribution. This violation may result in achieving invalid statistical results. The data were checked to verify that the assumption of multivariate normality was met. In a strict definition of a normal distribution, the skewness of the data would equal 0. Skewness ranged from -1.382 to -1.92 as showed in table (07). accordingly, it indicates an approximately normal distribution.

Table 8. normality test results

Variable	Skewness
Affective conflict	-.338
Cognitive conflict	-.716
Self esteem	-1.382
Conflict of interest	-.192
Quality of the decision making	-.543

4.4 Fitness of the model

Form table 9 we can see that R-square is equal to 0.543, this means that 54,3% of the variance in the dependent variable is explained by the

independent variables. The model is statistically significant because the p-value for the model is 0.000. Moreover, Durbin Watson is 1.757 (near 2) so the problem of auto-correlation does not exist. So, it can be concluded that the proposed model was acceptable for predicting the quality of the decision making.

Table 9. Fitness of the model for regression analysis

Model	R	R Square	Adj.R Square	Std. Error	Durbin-Watson	F	Sig.
1	.737	.543	.502	.36428	1.757	13.350	.000

4.5 Hypotheses testing:

After the researcher assure that the assumptions of regression models were met, the following section deals with hypotheses testing, by using Multiple Regression analysis, to know if there is an effect of the independent variables on the dependent one, According to the decision rule: accept null hypothesis (H0) if the significance level (α) of the question is greater than 0.05 significance level, and reject (H0) if the significance (α) level equals or is less than 0.05 (Sekaran, 2006, p. 198)

Table 10. Results of the hypotheses testing

Model	Unstandardized		Standardized	T	Sig
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.405	.627		2.242	.030
affective conflict	-.404	.145	-.348	-2.797	.008
Cognitive conflict	.448	.132	.450	3.408	.001
Conflict of Interest	.005	.093	.006	.054	.957
Self esteem	.620	.123	.580	5.031	.000

From the results showed in table (10) it can be concluded that:

H₁: There is a positive effect of the Cognitive conflict on the quality of the decision making is *accepted* this means that the cognitive conflict has significant positive effect on the quality of the decision making (t = 3.408; sig = 0.001 < 0.05).

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H₂: There is a negative effect of the affective conflict on the quality of the decision making, is accepted so, affective conflict has significant negative effect on the quality of the decision making ($t = -2.797$; $\text{sig} = 0.008 < 0.05$).

H₃: There is a negative effect of the conflict of interest on the quality of the decision making, is rejected this means that conflict of interest has no significant negative effect on the quality of the decision making ($t = 0.054$, $\text{sig} = 0.957 > 0.05$)

H₄: There is a positive effect of the self-esteem on the quality of the decision making this hypothesis it accepted which means that the self esteem has positive effect on the quality of the decision making ($t = 5.031$; $\text{sig} = 0.000 < 0.05$).

The Finding of the study indicate that cognitive conflict has positive effect on the quality of the decision making, which mean that the presence of this kind of conflict helps in generating new ideas and alternatives hence improving the quality of the decision making, this result is consistent with the finding of the previous studies which indicate that if the conflict is positive and well managed this leads to a fine identified problem, which requires the lines of communication to be opened to allow all parties to express their views.

A tactful manager will allow for both sides to "save face" or embarrassment. Finally, negotiation toward a solution that everyone can live with will forward the goals of the organization. In other hand conflict brings all sides of an issue into an open exchange of ideas. Each involved party will likely have strong feelings about the issue and should be encouraged to state his case. This allows for an open exchange of ideas and opinions between the parties, which can ultimately lead to discovering the best solution for everyone involved. Those who may be mediating the conflict will be able to hear a wide range of ideas, which can help in the resolution process.

It was found also that the affective conflict has a negative effect on the quality of the decision making because affective conflict is individual-oriented disagreement arising from personal disaffection which can lead to low performance and productivity in addition to low decision making quality. With a harmful affective conflict employees may not care to work with the other perspectives, preferring to bow out. They tend to give up on a process if they feel it can't be solved. And the result is that their differing opinions about data and analysis may cloud issues and comparisons between alternatives in addition confrontations may get personal or escalate. It is never fun to be the object of someone else's dislike, so it can be a result that an affective conflict with negative feeling will lead to low quality decision making.

In addition, the effect of the conflict of interest appeared to be positive on the quality of the decision making, which contradict with the finding of the previous studies that indicated a negative impact of the conflict of interest on the performance of organizations and on many other activities and decisions and is possible as a result of bias in answering questions. Like it is mentioned in the previous studies and the theoretical background the conflict of interest generally referred to a situation in which employees try personally benefitting at the expense of the organization interest.

Finally, according to the results of the previous section the hypothesis concerning self esteem was accepted means that self esteem has a positive effect on the quality of the decision making which supports the finding of the previous studies of like (Heredia & Aroce, 2004), who found that people with high self esteem tend to make good decisions and vice versa. With high self esteem employees become motivated to achieve their goals then their life's goals and dreams are very important for them; they are a part of them and signify their ability to grow and achieve as a human being. With core self esteem they are able to unleash their personal power and drive themselves to manifest the life they deserve to live the life they dream, and with high self esteem they will be able to make their dreams come true with unstoppable confidence in addition they will be highly

motivated this leads to better performance in the work hence high quality decision making.

5. CONCLUSION

This research aims to identify the impact of both conflict and self esteem on the quality of the decision making in Algerian banks. In light of the current research finding in addition to the discussion above the researcher can obviously conclude that conflict can affect the quality of the decision making either positively or negatively, as it is shown in the previous section cognitive affect as well as conflict of interest has a positive effect on the decision making rather than the affective conflict which affect the quality of the decision negatively.

Accordingly, as the evidence shows that wherever there are human beings, conflict is bound to take place in one form or another. It can occur in the workplace, at home, at school or between large groups of people. And as it is mentioned before that while work "conflict" usually has negative connotations, some good can also result so, the positive conflict is sometimes the spirit of competition drives all to excel to higher levels, as weaknesses are exposed and creative solutions are propose in addition Conflict can result in the strengthening and cohesion of a group. Those who take one side of an issue can unite around a cause, which can strengthen bonds or result in the fostering of new relationships. People may develop the type of camaraderie Conflict may stir passions in a dormant environment, creating a newfound sense of motivation. Hence high quality decision making will be taken by decision makers.

In extreme cases, conflict can even become violent where workers lose control and, in some situations so, conflict within an organization may be inevitable and the excessive competition gets so fierce that people forget that they are ultimately on the same team, and opposing groups destroy each other, hence destroying the quality of the decision making and the organization's performance as a whole. The key solution is to properly manage conflict before it gets out of hand in other word. In addition to conflict management there is another important issue which concerns how

to put an effective program of conflict resolution in place, it is important to analyze the situation to learn what the conflict is really about, If it is a struggle over goals, territory, or values and to identify the behavior of individuals in conflict situation.

In the other side this study found that employees with high self esteem tend to make good decision with high quality as a result to this new skill they will be able to respect others starting from respecting themselves and their emotions. Moreover employees with high self esteem will become motivated to achieve their goals and effectively participate in making decisions either to solve problems or to address opportunities.

Finally, the study recommended the following:

- It is Worthwhile for banks and corporations to reinforce their employees' self esteem which enhances the quality of the decision making.
- Corporations should enhance the awareness about the best methods used for conflict management and conflict resolution.
- It is recommended for the future researches in the same or similar subject to incorporate the conflict process and investigates its effect on the decision making.

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