
Academia Open



By Universitas Muhammadiyah Sidoarjo

Table Of Contents

Journal Cover..... 1
Author[s] Statement..... 3
Editorial Team 4
Article information 5
 Check this article update (crossmark) 5
 Check this article impact 5
 Cite this article..... 5
Title page 6
 Article Title 6
 Author information 6
 Abstract 6
Article content 7

Originality Statement

The author[s] declare that this article is their own work and to the best of their knowledge it contains no materials previously published or written by another person, or substantial proportions of material which have been accepted for the published of any other published materials, except where due acknowledgement is made in the article. Any contribution made to the research by others, with whom author[s] have work, is explicitly acknowledged in the article.

Conflict of Interest Statement

The author[s] declare that this article was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Copyright Statement

Copyright © Author(s). This article is published under the Creative Commons Attribution (CC BY 4.0) licence. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this licence may be seen at <http://creativecommons.org/licenses/by/4.0/legalcode>

Academia Open

Vol. 11 No. 1 (2026): June
DOI: 10.21070/acopen.11.2026.13936

EDITORIAL TEAM

Editor in Chief

Mochammad Tanzil Multazam, Universitas Muhammadiyah Sidoarjo, Indonesia

Managing Editor

Bobur Sobirov, Samarkand Institute of Economics and Service, Uzbekistan

Editors

Fika Megawati, Universitas Muhammadiyah Sidoarjo, Indonesia

Mahardika Darmawan Kusuma Wardana, Universitas Muhammadiyah Sidoarjo, Indonesia

Wiwit Wahyu Wijayanti, Universitas Muhammadiyah Sidoarjo, Indonesia

Farkhod Abdurakhmonov, Silk Road International Tourism University, Uzbekistan

Dr. Hindarto, Universitas Muhammadiyah Sidoarjo, Indonesia

Evi Rinata, Universitas Muhammadiyah Sidoarjo, Indonesia

M Faisal Amir, Universitas Muhammadiyah Sidoarjo, Indonesia

Dr. Hana Catur Wahyuni, Universitas Muhammadiyah Sidoarjo, Indonesia

Complete list of editorial team ([link](#))

Complete list of indexing services for this journal ([link](#))

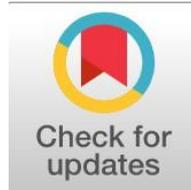
How to submit to this journal ([link](#))

Academia Open

Vol. 11 No. 1 (2026): June
DOI: 10.21070/acopen.11.2026.13936

Article information

Check this article update (crossmark)



Check this article impact (*)



Save this article to Mendeley



(*) Time for indexing process is various, depends on indexing database platform

The Impact of Superior Leadership on Organizational Conflict Management: An Exploratory Study of the Opinions of a Sample of Departments in Baghdad International Airport
Pengaruh Kepemimpinan yang Unggul terhadap Pengelolaan Konflik Organisasi: Studi Eksploratif terhadap Pendapat Sejumlah Departemen di Bandara Internasional Baghdad

Nawrs Kamil Wanas, nawraskamil@uomustansiriyah.edu.iq (*)

Mustansiriyah University- College Of Touristic Science

Department of Tourism Studies, Iraq

(*) Corresponding author

Abstract

General Background: Leadership plays a central role in shaping organizational behavior and fostering innovation in dynamic work environments. **Specific Background:** Super-leadership and conflict management are increasingly recognized as critical factors in promoting a culture of innovation within organizations. **Knowledge Gap:** However, the interaction between super-leadership, conflict management, and organizational innovation has not been sufficiently examined in an integrated framework. **Aims:** This study aims to analyze the relationship between super-leadership and organizational innovation and to examine the role of conflict management in this relationship. **Results:** The findings indicate that super-leadership is positively associated with organizational innovation, while conflict management contributes to strengthening this relationship through effective handling of workplace disagreements. **Novelty:** The study provides an integrated perspective by linking leadership style and conflict management as complementary factors in fostering innovation. **Implications:** The results highlight the importance of leadership approaches that empower employees and manage conflict constructively to support organizational innovation and performance.

Keywords: Super Leadership, Conflict Management, Organizational Innovation, Leadership Style, Workplace Dynamics

Key Findings Highlights

Leadership approach centered on empowerment supports innovative behavior
Conflict handling mechanisms contribute to constructive organizational outcomes
Combined variables provide a structured view of workplace dynamics

Published date: 2026-03-24

1. Introduction

Environmental indicators in the business environment constitute many features of any experience or performance and are the most important factor that determines the nature of business, the determinants of evaluation and other basic elements for organizations operating in a complex and sensitive work environment such as the air transport environment in general and airport administrations in particular, which has become the most prominent face of any country, leadership is a key factor in guiding the behavior of individuals and ensuring the stability of organizational performance. It focuses on empowering employees, developing their ability to self-lead and motivate them to take responsibility and make decisions, such leadership styles are seen as an important tool to control organizational conflict, which is an obvious thing in any organization, by enhancing trust, improving communication, and reducing excessive dependence on direct authority, and therefore the current research addresses the nature of the relationship between the two variables (superior leadership / organizational conflict management) within Baghdad Airport in order to ensure a process of understanding how Creating a more collaborative and stable work environment, which will inevitably reflect positively on the efficiency of performance and the quality of services provided.

The research aims to present in detail the most prominent and important intellectual approaches presented by specialists to introduce the working departments to what are the variables (super leadership / organizational conflict management) and how they can change the frameworks of the Working in an organization of the magnitude of the importance of airports in a country such as Iraq, and the research sample was represented by (85) observations from the departments working at Baghdad International Airport and Iraqi Airways, where opinions were polled according to a questionnaire prepared for this purpose, and the data were analyzed according to the statistical methods adopted in modern research, and the research included four topics, the first of which was represented by the methodology, while the second was comprehensive of the theoretical framework of the research, and the third was allocated to include statistical analysis operations for the field aspect, and finally the fourth topic included the most important conclusions. Recommendations and suggestions.

Topic I - Methodology

Problem

Despite the importance of Iraq as an important focal point on the map of the world and throughout the ages by virtue of its geographical location, the sensitive and important air traffic at various levels (tourism, economic, political, security) still suffers from many obstacles and determinants, which has greatly affected the facilities operating in this sector, especially Baghdad International Airport, which faces multiple challenges related to the emergence of organizational conflict as a result of the diversity of tasks and the multiplicity of administrative responsibilities Despite the importance of leadership styles in managing these conflicts, the level of application of superior leadership and its role in managing the aspects and manifestations of this organizational conflict is still not sufficiently clear within Baghdad International Airport, which is reflected in the general performance indicators such as the number of flights, the delay of many works, and sometimes the irregularity of the timings, as well as the state of organizational instability that appears through administrative decisions in changing the form of supervision On the work of the airport and the limited dealings with international airlines and others.

Second: The above problem is crystallized in a set of main and sub-questions.

The main question: What is the level of impact of adopting the super-leadership approach in managing the form and pattern of organizational conflict at Baghdad International Airport?

Sub-questions : They arise from the main question above, which is summarized as follows:

1. To what extent are the departments operating at Baghdad International Airport aware of the concept of super-leadership as a concept and work methodology?
- 2 - What is the level of organizational conflict situations and how are their operations managed at Baghdad Airport?

Third- Importance: The importance of the current research appears from theoretical aspects based on the importance of the variables researched (super leadership / organizational conflict) as variables that have gained the attention of researchers in various fields of administrative work, considering that these variables, if studied in depth, add the characteristics of success at the field level in organizations that adopt the outputs of theoretical work related to the variables in the adopted performance adopters, which takes us to the field aspect of importance and comes from the importance of the organization. In Baghdad International Airport and the Iraqi Airways Company, as the capitals and major cities have become judged by the extent of their development in terms of the level of work and services provided in their airports as the first destination with which the visitor deals and on which the level of first impression of the whole country is based, and therefore the departments working in those airports are subject to severe control and pressure, which makes it imperative for them to pay attention to the research efforts that this organization takes as a space for field work.

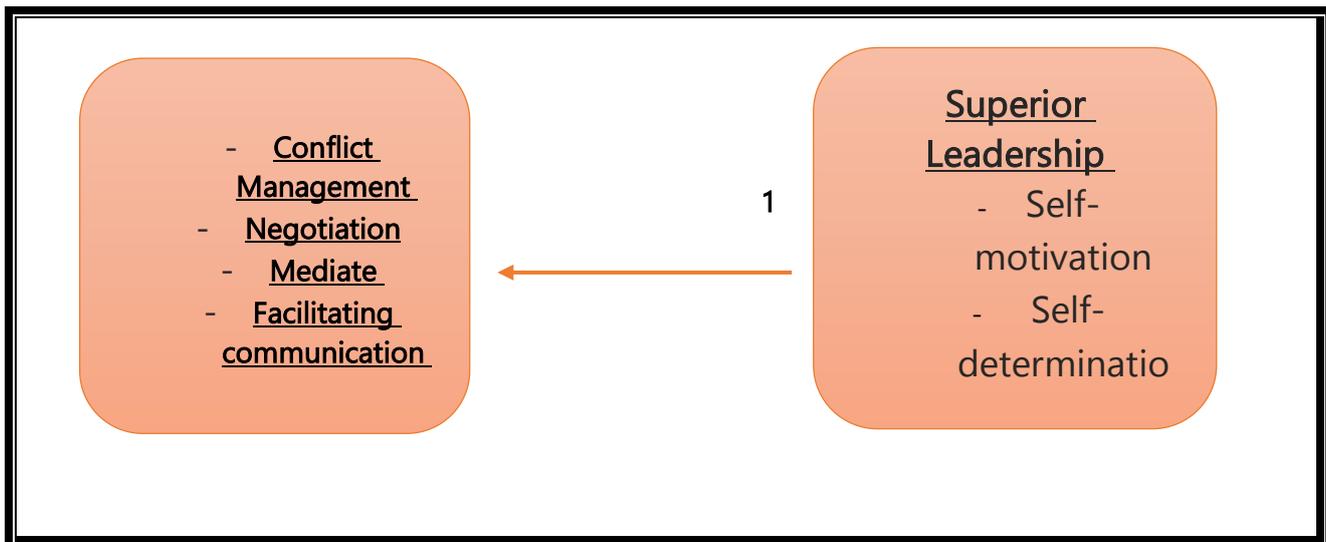
Objectives

1- The research aims to provide an analysis and interpretation of measurement models with a field dimension that are interested in measuring and analyzing research variables (super leadership / organizational conflict management) and selecting the most appropriate ones.

- 2- A detailed presentation of the most prominent and important intellectual approaches presented by the specialists to introduce the working departments to what are the variables (superior leadership / organizational conflict) and how they can change the frameworks of an organization as important as airports in a country like Iraq .
- 3- Testing the correlation and effect relationships between the responsive and explanatory variables.
- 4- Presenting an integrated structure of visions and ideas expressed in a package of conclusions, recommendations and suggestions that are considered as a pillar for future research in an important field such as the field of air transport .

Fifth: The researcher designed the hypothetical diagram of the form and nature of the relations between the two variables, as shown in Figure (1) below, which includes the following two variables:

1. The independent variable (super leadership) is represented in the following dimensions (self-motivation, self-determination, self-regulation, vision, belonging)
2. The adopted variable (organizational conflict management) is represented by the dimensions (negotiation / mediation / communication facilitation)



Relationship of Influence

Figure (1) Hypothetical outline of the research
Source: Form prepared by the researcher

Sixth: The hypotheses of the research were prepared according to the process of building the comprehensive diagram of relationships, which is a basis for building the research hypotheses that the researcher initially identified and are tested in the field area of the research to determine their validity or not.

1 - The first main hypothesis : There is a significant influence relationship of superior leadership in conflict management strategies at Baghdad International Airport, and the following hypotheses are derived from it:

- 1 1- There is a significant impact relationship for the subjective motivation dimension in conflict management strategies at Baghdad International Airport.
- 2.1 There is a significant impact relationship for the dimension of self-determination in conflict management strategies at Baghdad International Airport.
- 1.3. There is a significant impact relationship for the dimension of self-regulation in conflict management strategies at Baghdad International Airport.
- 4-1 There is a significant impact relationship for the dimension of vision in conflict management strategies at Baghdad International Airport
- 5.1 There is a significant impact relationship for the dimension of belonging in conflict management strategies at Baghdad International Airport

Seventh: It can be pointed out that the element of the method, as one of the most important pillars of the scientific methodology, is the path adopted by the owner of the research effort in the processes of investigation and the collection of data and information, and it is a reflection of understanding the overall details of the research, and therefore it is a reflection of the visions of AlbaHastah himself, and in this research, the researcher adopted the descriptive method of analysis as the closest in economic and tourism studies and the most consistent with the nature of the research organization.

Eighth: Sources and methods of collecting data and information: In the process of preparing this research, and in order to provide

an accurate methodology, the researcher has adopted a number of sources for the purpose of collecting the necessary data and information, through which it aims to achieve the goals set in advance related to the research, and these sources can be summarized in:

1. Theoretical Framework : In it, the researcher adopted the scientific products and resources presented in the library, which are represented in books, theses, university theses, Iraqi, Arab and foreign scientific journals, as well as the adoption of the Internet.
- 2- Practical Framework: In this regard, the researcher adopted the following sources:
 - A. Questionnaire: It was used to collect data and information related to the independent variable (superior leadership and the dependent variable of conflict management), as it was designed by referring to the researches and studies that dealt with the variables.
 - b. Records and data from the organization The study site: In order to view the general structure of the airport and the Iraqi Airways Company, the nature of the job sites, the number of employees therein, and other data that serve the research.
 - C. Field Visits: In order to accomplish the field aspect and identify the nature of the work of the airport under study, collect data and monitor the various performance process, the researcher was required to make several visits, and she faced some difficulties related to the necessary administrative procedures when visiting such sites.
 - C. Interviews: This is the procedure followed in order to ensure the best understanding of the subject of the study and the diagnosis of problems, as many interviews were conducted with the managers and officials of the units in the organization under study .

Ninth Research Limitations : The research limits are divided into:

- 1 - Spatial boundaries: The spatial boundaries of the research were represented in the location of Baghdad Airport and the headquarters of the Iraqi Airways Company as organizations that are coherent in the nature of work and complement each other, not to mention the structural and organizational link .
2. Human limits : The human limits of the research are illustrated by a sample of administrative staff working at Baghdad International Airport and Iraqi Airways.
- 3- Time limits: These limits were represented by the period of preparation of the field aspect for research at the study site, which extended during the month of October 2025.

Tenth: Statistical analysis and processing tools : This part of any scientific research is considered as the main pillar connected to achieving the general objectives of that research, and if these tools are well selected, the researcher will be able to reach more accurate results in a way that serves to ensure the presentation of a realistic picture of the research variables in its important field aspect, and in light of this, the study requires the use of the statistical tools shown below: (Azzam, 2015: 39)

- A- Alpha Cronbach Stability Coefficient to verify the stability and accuracy of the scales in measuring variables in the field without complexity or overlap.
- B. Arithmetic mean: to determine the level of answer about the paragraphs and to know the level of variables in the field.
- C. Standard deviation: Knowledge of the level of dispersion of the sample answers about the arithmetic mean.
- C. Relative Difference Coefficient: To determine the consistency of the sample answers.
- C. Simple and multiple regression coefficient tests.

In the implementation of the above tools, some computer programs have been adopted (Microsoft Excel 2010/Amos V25/SPSS25).

Eleventh - Questionnaire : It is the most prominent method adopted in most researches in economic and social studies, and the researcher has built a questionnaire form for the current research, and the following is a review of the most important points related to the questionnaire:

- 1 - Description of the questionnaire: The questionnaire included three sections, the first section of which included the identifying information about the research sample, which includes (educational qualification, job location, number of years of service), while the second section included questions related to the variable (super leadership) and the third section was dedicated to the variable (conflict management) and the Likert scale was adopted. The five grades range between 1-5 degrees, where the scores (1.2) represent the level of disagreement, the scores (4.5) represent the level of agreement, and the score (3) represents the neutral answer.
- 2 - Building the scale: It was relied on to build a scale to suit the field environment of the research by reviewing a number of sources that treated the two research variables, and the table below shows the approved sources.

Table (1) Composition of the Questionnaire and the Scale Used

Source	Number of paragraphs	Dimensions	Variables
-Rothacker ,2022	4	Self-motivation	Superior Leadership
-Unsworth,2020	4	Self-determination	

	4	Self-regulation	
	4	Vision	
	4	Belonging	
Daft ,2003	4	Negotiation	Conflict Management
	4	Mediate	
	4	Facilitating communication	

Source: Table prepared by the researcher

3 – Tests of the validity of the questionnaire: which include:

A- Apparent Honesty and Content Truthfulness Test: According to the point of view of most interested people and researchers, this test represents a basic procedure within the scientific methodological processes, and it refers to the degree to which the scale seems to express what it has established to measure in terms of dimensions representing a single structure of a variable, and it is a comprehensive answer as a quick evaluation of what the test measures, and it is the simplest way to determine the accuracy of the validity of the scale and the intended construction, which depends entirely on the evaluator's experience of the subject and the extent to which he guesses the shape of the scale and the extent of The truth of the content means the ability of the questionnaire to express the purpose for which it was collected, and to determine whether the content of the paragraphs in its formulations expresses the dimension it represents or not, and it also means a regular examination of the content or content of the scale for the purpose of determining whether it includes a representative sample of the field of the subject it is measuring (Barton et al., 2011:589)

Within this step, and to determine the types of honesty above, the researcher resorted to presenting the questionnaire to a number of experts in various fields including (organizational behavior / general administration / human resources management) and their observations were taken into account that contributed to determining the extent of the representation of the sub-dimensions of the main variables and the extent to which the measurement paragraphs represent the dimensions and the clarity of each paragraph.

B- Structural Stability and Structural Honesty of the Measurement Tool: After determining the coefficients of consistency and honesty of the behavioral scales (Resolution) is one of the most important measures that prove the validity and feasibility of the scales in measuring any of the behavioral traits and phenomena, and one of the characteristics of a good scale is that it is characterized by stability and reassurance when measuring and thus the scale is considered constant when it measures what it is built to measure and it is considered the Alpha Cronbach Scale One of the most important and well-known measures used in measuring the stability of the questionnaire, and in this context, a value that is less than (60%) is a weak indicator of stability, while a value that starts from (70%) onwards is considered acceptable and the stability rate is good if it reaches (80%) or more (Azzam, 2015: 38), and regarding the current research, it is clear that the values of the Alpha Cronbach coefficient for the main research variables and their sub-dimensions ranged between (0.723-0.925) and these values are acceptable in descriptive studies They are high values compared to the standard values of (Alpha Cronbach) of (0.70), and the values of the structural honesty coefficient are all high percentages as they follow the extracted stability coefficients in the calculation, as they ranged between (0.962-0.850), and thus the research tool became valid for the final application as it is characterized by high accuracy and stability, and Table (2) shows the stability and structural truthfulness coefficients of the current research measurement tool.

Table (2) Coefficients of Stability and Structural Honesty at the Level of the Main Variables

Parameter Honesty	Value Alpha Cronbach	Variables/Dimensions
0.885	0.783	Self-motivation
0.892	0.796	Self-determination
0.872	0.761	Self-regulation
0.857	0.735	Vision
0.934	0.872	Belonging
0.898	0.807	Superior Leadership
0.853	0.727	Negotiation
0.864	0.746	Mediate

Academia Open

Vol. 11 No. 1 (2026): June
DOI: 10.21070/acopen.11.2026.13936

0.884	0.781	Facilitating communication
0.917	0.840	Conflict Management

Source: The table prepared by the researcher based on the results of the statistical program

Twelfth: The community and the research sample : The important administrative formations in the Ministry of Transport, represented by (Baghdad International Airport and Iraqi Airways) were elected as a research sample as one of the pillars of the tourism sector, which contributes significantly to the development and success of this sector, in addition to several other justifications, most notably the vital role it plays in any society at various economic, social and political levels, as well as the need for all citizens to understand and in general, the most prominent reasons for delay in the performance of this facility and its The researcher tried hard to select the research sample according to the organizational structure of the official facility and the headquarters by the Ministry of Transport, targeting in the survey process the departments working in various departments, and these leaders were elected as the most important in the decision-making process and the most accommodating of the research variables, as (90) forms were distributed to the departments working at Baghdad Airport and the Iraqi Airways Company, of which (85) were retrieved and were subjected to statistical treatment, and the distribution process was for more than one level. Administrative and in line with the nature of the variables researched, the most prominent characteristics of the research sample were as shown below:

1 - Years of Experience: By reviewing Table (3), it is found that most of the members of the research sample are within the category of (11-15) years with a percentage of (42.3%), which serves the indicators of field research work, as they constitute the element of the engine to work in a way based on distinguished experience through a good number of years of work, and they can be considered the most capable element to understand the performance requirements according to the target criteria, and the rest of the percentages were distributed between the category (5-10) which constituted (5.8%) and the category (16-20) which constituted (27.2%) and the category of (21) years and above, which constituted (24.7 %)

2 - Academic Qualification: By reviewing the data contained in Table (3), it is clear that the majority of the research sample are holders of a bachelor's degree, as the percentage reached (77.6%), which is a good indicator that shows the ability of individuals to understand and comprehend the variables researched and the questions asked about them, thus clarifying the picture of the two research variables, while the percentage of holders of a higher diploma was (11.7%), while the percentage of holders of a master's degree was (7.2%), finally the percentage of holders of a doctorate degree was (3.5%).

3- Job Location: By reviewing the results of Table (3), it shows that the largest percentage of the research sample members belong to the level of Division Officer (58.8%), and thus they are the closest to the details of the executive work and they are the most capable of presenting the real picture of the activity and jobs at the airport in its realistic form, while the rest of the categories were distributed as follows: General Manager / Assistant General Manager (5.9%), Board Member (16.5%) and Head of Section (18.8%)

Table (3) Characteristics of the research sample paragraph

Percentage	Repetition	Paragraph	Features
5.8	5	10-5	Years of Experience
42.3	36	11-15	
27.2	23	20-16	
24.7	21	21 and over	
100	85	Total	
77.6	66	Bachelor	Educational Qualification
11.7	10	Higher diploma	
7.2	6	Master	
3.5	3	PhD	

100	85	Total	
5.9	5	General Manager / Assistant General Manager	Job Location
16.5	14	Board Member	
18.8	16	Head of Department	
58.8	50	Division Officer	
100	85	Total	

Source: Table prepared by the researcher

Second Topic: The Theoretical Framework of the Research

Superior leadership

1- Concept:

Charles Mayes and Henry Sims developed the so-called super-leadership approach at the end of the last century, this approach has mainly addressed the world of decentralized work and the difficulties associated with it in communicating directly with employees and understanding and influencing their behavior through leadership, so this approach is considered a form of leadership that focuses on the autonomy of the work style and how managers can positively influence this behavior without controlling their employees and here the super leadership skills of each subordinate come into play Pivotaly, Stock Homburg summarizes this theory as follows (theoretically, the person who takes over the leadership plays the role of the super-leader) (Al-Fatlawi and Al-Asadi, 2025:107), and super-leadership is defined as "the process by which a change in the thoughts and behaviors of individuals can be brought about to be leaders through the joint use of emotional, cognitive, and motivational processes." T. & Casimir, G, 2020:7), and Isabell W., 2020:68) defined as "a leadership trait that includes the process by which people influence themselves to achieve the self-direction and self-motivation necessary to perform duties, and this is done through the use of behavioral and cognitive strategies designed to shape performance outcomes."

The researcher believes that super-leadership can be defined procedurally as "the sum of the faculties that the individual leader possesses, which are supported by actions and policies that enable him to maximize the contributions of others by recognizing their right to direct their destiny by teaching them the necessary strategies to become the leaders, i.e. transferring leadership to them to lead themselves."

2. Dimensions of Superior Driving:

Dealing with the big ideas in the world of organizational behavior, of which leadership represents one of them, represents a complex task for many, as it is those ideas, although many are interested in them, they are subject to many subjective and objective factors that impose a state of intellectual fragmentation in dealing with them and determining their dimensions and features, and here any researcher must delve into the data of the models presented to choose the most suitable ones, and in this research, the researcher has adopted the dimensions shown below by virtue of their harmony with the field environment. The organizations under discussion :

(Kouzes, J.M. & Posner, B.Z,2017:58/Manshi & Sunil, 2019:72/Manz &Sims,2001:43/ Vann et al, 2017:34)

A- Self-motivations: Here the leader instills an organizational culture whose focus or basis is to make the reward at work the activity itself and not an external motive such as money, for example.

B. Self-determination: The theory of self-determination is that people are motivated to grow and change through three needs (psychological, innate, social), so it proposes that people are able to become self-reliant when their needs for efficiency, communication, and autonomy are met.

C. Self-regulation: Self-regulation can be defined as the set of internal and mental emotions and deliberate actions in order to achieve personal goals, and this dimension has a number of basic criteria, which are (criteria of desirable behavior, motivation to meet standards, observation of attitudes and thoughts that precede urgent standards, willpower, which allows the inner force to control the event).

C- Vision: It is an idea and future perception of the organization based on the current situation and what it will be in the future in the medium and long term, the accomplished leader seeks to blend his imagination with the aspirations of individuals to dissolve fear in them and enable them to launch individual visions to be a unified idea .

C. Belonging: It refers to the extent to which a leader is able to generate a sense in the individuals working with him that the efforts they make and perform are of high value to the lives of others and society.

By reviewing the most important axes included in the concept of super driving, the researcher noticed a clear specificity of tourism

organizations in general, specifically air transport facilities, after such a dimension of vision, it is clearly manifested in determining the form of the organization that leaders aim to build, what they dream of regarding the abandoned image of the airport and how the world can look at us in the future, which we see today that the visions of each city or country are topped by a hoped-for image of the airport, and how everything will be smart and automated, and therefore The leadership here is mainly responsible for instilling this dream in the hearts of everyone who works in this field, which means that the impact curve of the post-affiliation in the working individuals increases, as well as the rest of the dimensions complement each other and impose an integrated matrix of strategies that the management must adopt in a clear, deliberate and systematic manner.

Second: Organizational Conflict Management :

1- Concept:

First, what we mean by organizational conflict must be defined, and here more than one axis can be explained in the researchers' treatment of this concept, as there are those who look at this concept according to the effects it can have, and according to this approach, it is defined as "that change or disruption that occurs in the usual behavior that leads to the disruption of the dynamism of the decision-making system" (DeChurch & Marks, In another context, the focus is on the goal of the conflict situation and it is defined as "an individual or collective behavior that aims to prevent or hinder another individual or group from achieving certain goals within the framework of the adopted general strategic objectives structure (Deutsch & Coleman, 2022:58), on the other hand, there are those who define conflict according to the nature of the reasons that motivate this situation, and here conflict is defined as) It is that state of tension or dissatisfaction that may arise between individuals or groups due to the sharing of resources or competition (560 : 2023 (Kuhn,

As for conflict management, Rahim (2024:57) defined it as "the process through which management deliberately reduces the negative effects of the conflict situation, works to dismantle the causes behind it, and is keen to coordinate the lines of performance with a harmonious action that leads to the achievement of goals."The integrated structure of strategies translated into a set of policies, procedures and programmes aimed primarily at stopping the conflict of interests, goals, visions and behaviors between individuals and groups within the organization, with the possibility of capitalizing on the positive aspects of the conflict situation and turning it into an optimal competitive environment.

2. Dimensions of Organizational Conflict Management :

Many studies have taken various paths in the process of intellectual and theoretical deconstruction of the concept of conflict in terms of causes, manifestations, forms and benefits based on the state of conflict and the harms derived from it and other aspects, but the researcher here sought to shed light on the strategies that can be adopted in dealing with conflict, reducing the negatives and investing what is positive of it, which is expressed in the formula or form of competition with the aim of providing the best, and in this research, the strategies shown below were chosen. As Dimensions Tested in the Field : (78 : 2003, Daft)

A- Negotiation strategy: It means that the disputants are busy with each other to try to resolve the conflict arising between them by negotiating systematically and trying to solve problems logically to identify or correct the conflict, this approach will work well if the parties sit together and deal with the conflict in a loving way.

B- Mediation strategy : In this strategy, there should be a supervisor or a higher-level manager, or any individual from the responsible management department, and here the mediator can discuss the causes of conflict and conflict with each group or group in order to find a solution, and if a solution that satisfies the parties is not reached, then the matter is referred to a more acceptable mediator in order to provide new proposed solutions.

C. Communication Facilitation Strategy : Here managers can facilitate communication processes to ensure that conflicting groups have a clear understanding of the reasons that hinder reaching solutions, and when the disputants are given opportunities to work together and exchange information, which reduces the intensity of conflict, as direct communication enhances the level of mutual trust, then the improved status of the teams and the chances of reaching a resolution to the conflict are greater.

Through the above, the researcher believes that the sensitive work environment such as the airport environment with its features is overshadowed by the security image, in addition to the overlap in the powers and joint work spaces between the Ministries of Transport and Interior, and many official institutions, and other manifestations of confusion witnessed by the airport, which emerged through the decisions of the Prime Minister in establishing a new organizational form to be responsible for conducting business at the airport, and concurrently with that, problems that appeared in the Images of chaos in flight schedules, limited number of companies and destinations, absence of transit tourism indicators and other manifestations witnessed by this important organization, here the importance of working according to the strategies referred to above, such as communication facilitation strategies, as often behind this chaos is a state of loss of information for many parties, it must be dealt with in a clear, accurate and based manner on the coordination of work between the parties, parties and individuals working in this facility to accurately define the responsibilities of each entity and avoid The state of contradiction and then the conflict.

Third Topic: The Practical Framework of the Research

I. Description and diagnosis of research variables

This part of the research reviews the results of the descriptive statistical analysis of the research variables, as the researcher will rely on the respondent's response strength matrix in presenting the respondent's response level on the questionnaire paragraphs, which represents an estimated balance according to the five-point Likert scale, as detailed in Table (4) as follows:

Academia Open

Vol. 11 No. 1 (2026): June
DOI: 10.21070/acopen.11.2026.13936

Table (4) Matrix of the Respondent's Response Force on the Questionnaire Paragraphs The Value of the Weighted Mean

The strength of the response to the questionnaire paragraphs	Level of response by the respondent	The value of the weighted mean is limited within the range	Category
Very low	Completely disagree	1 to less than 1.8	The first
Low	Disagreement	1.8 to less than 2.6	The second
moderate	Neutral	2.6 to less than 3.4	The third
High	Agreement	3.4 to below 4.2	Fourth
Very high	Totally agreed	4.2 to 5	Fifth

Source: Table prepared by the researcher

These measures were applied to each paragraph of the questionnaire and to all dimensions of the two research variables (super-leadership/conflict management), and to determine the direction of the answer to the paragraphs, the researcher used the hypothetical mean of 3, which represents the boundary between agreement and disagreement within the five-point Likert scale adopted in the research.

1 - Description and diagnosis of the independent variable (super driving)

The table below includes the dataset through which it is shown that the independent variable of super driving achieved an average of 3.909 with a standard deviation of 0.802 and a coefficient of difference of 20, which indicates the availability of the variable in the research sample, and at the level of sub-dimensions, it came after self-motivation in the first rank with a mean of 4.54 and a coefficient of difference of 14, which is in line with the nature of the organization and its affiliates, as the mere title of work in airports is a source of pride for any individual, and therefore individuals feel a distinct level of satisfaction. Considering that work itself is the real reward, it came after self-determination in the last rank with a mean of 3.818 and a standard deviation of 0.894, which draws attention towards the practical mechanisms in the environment of the research sample, as this result reflects a regression of the idea that workers in this facility have the ability to become self-reliant when meeting their needs of efficiency, communication and autonomy.

Table (5) Level of Importance of the Independent Variable Superior Driving

Ranking	Divergence coefficient	Standard deviation	Arithmetic mean	Variables – Dimensions	Dimensions of Independent Variable Superior Driving
1	14%	0.657	4.54	Self-motivation	
5	23.3%	0.894	3.818	Self-determination	
4	23%	0.836	3.61	Self-regulation	
3	22%	0.813	3.572	Vision	
2	20%	0.811	4.005	Affiliation:	
	20%	0.802	3.909	Superior Leadership	

Source: The table prepared by the researcher based on the results of the statistical program

2. Describe and diagnose the variable adopted Organizational Conflict Management

It is shown from the table (6) below that the variable adopted organizational conflict management achieved an arithmetic mean of 3.837, a coefficient of difference of 21 and a standard deviation of 0.83, which confirms the availability of the variable in the work environment selected for the field study, and at the level of dimensions, it came after mediation in the first order with a mean of 3.993 and with a standard deviation of 0.813, and came in the last order after mediation with a mean of 3.57 and a coefficient of difference of 24, which indicates the decline of an important concept in the mentality of management, as there must be a supervisor Or a high-level manager or any individual from the responsible management department to play the role of mediator, and here this mediator is able to discuss the causes of conflict and conflict with each group or team in order to find a solution, if a solution that satisfies the parties is not reached, another person can be resorted to, and the reason for the decline in the adoption

[ISSN 2714-7444 \(online\)](https://doi.org/10.21070/acopen.11.2026.13936), <https://acopen.umsida.ac.id>, published by [Universitas Muhammadiyah Sidoarjo](https://www.muhammadiyah.ac.id)

Copyright © Author(s). This is an open-access article distributed under the terms of the Creative Commons Attribution License (CC BY).

of the mediation strategy is due to the nature that prevails in the organizational climate at the airport, which is dominated by the official and security feature, which means that the parties are subject to the implementation of the instructions. and controls according to the approved official tracks.

Table (6) Level of Importance of the Adopted Variable Conflict Management

Ranking	Divergence coefficient	Standard deviation	Arithmetic mean	Variables/Dimensions	Dimensions of
3	24%	0.859	3.57	Negotiation	
1	20%	0.813	3.993	Mediate	
2	20.6%	0.817	3.949	Facilitating communication	
	21%	0.83	3.837	Negotiation Management	

Source: The table prepared by the researcher based on the results of the statistical program

By looking at Table 7 below, it is clear that the independent variable of super leadership came first with a mean of 3.909 and a coefficient of difference of 20, then the variable of organizational conflict management came with a mean of 3.837 and a coefficient of difference of 21.

Table (7) The order of the research variables (super leadership) and (conflict management)

Ranking	Divergence coefficient	Deviation Standard	Arithmetic mean	Variables
1	20%	0.802	3.909	Superior Leadership
2	21%	0.83	3.837	Conflict Management

Source: The table prepared by the researcher based on the results of the statistical program

II. Testing Research Hypotheses

In this part of the research, the main and sub-research hypotheses will be tested using simple and multiple regression models, as shown below.

A- Simple regression analysis test to measure the effect of the explanatory variable super-leadership in its dimensions in the responsive variable (conflict management)

To test the effect of super-leadership with its five dimensions in conflict management, the researcher uses the statistical analysis software Amos version 25 to show the nature of the affective relationship between the independent variable and its five dimensions in the dependent variable based on the (F - TEST) test, where the effect hypothesis will be accepted if the calculated value of F is greater than its tabular counterparts of (3.9201), i.e. accepting the effect hypothesis by 95%, and at the same time, the probability value corresponding to the calculated value is less than the level of Significance of 0.05, as for displaying the percentage of interpretation (effect) of super leadership, the researcher uses the coefficient of determination (R^2), where the researcher will test the following effect hypotheses at this stage of statistical analysis:

1-1- There is a significant impact relationship for the subjective motivation dimension in conflict management strategies at Baghdad International Airport.

The values mentioned in Table 8 below give the decision adopted by the researcher in accepting the first sub-hypothesis with a confidence rate of (95%), as the calculated F value was 67.4101, which is significant, due to it being greater than the tabular F value of 3.9201 at a significance level of 0.05, especially that the probability value corresponding to the calculated F value was 0.000, which is less than the significance level of 0.05, while the value of the determination coefficient reached 42.12%, indicating a percentage of explanation after the subjective motives of the change In conflict management, it is 42%, while the rest of the changes are due to factors that are not included in the model.

2.1 There is a significant impact relationship for the self-determination dimension in conflict management strategies at Baghdad International Airport

According to the test values in Table 8, the second sub-hypothesis emanating from the main hypothesis can be accepted with a confidence rate of 95%, as the calculated F value was 70.9457, which is significant due to being greater than the tabular F value of 3.9201 at the significance level of 0.05, especially that the probability value corresponding to the value of F The calculated was

0.000, which is less than the significance level of 0.05, and the value of the determination coefficient was 40.32%, which means that the value of self-determination explains 40% of the change in the organizational conflict management variable, and the rest of the changes are due to factors not included in the model.

- 1-3 - There is a significant impact relationship for the dimension of self-organization in conflict management strategies at Baghdad International Airport

The results obtained from the statistical test and mentioned in Table 8 presented the validity of the acceptance and validity of the third sub-hypothesis with a confidence rate of 95%, as the calculated value of F was 62.5499, which is significant due to being greater than the tabular value of 3.9201 at the significance level of 0.05, noting that the probability value corresponding to the calculated value of F was 0.000, which is less than the significance level of 0.05, while the value of the determination coefficient reached 37.332% to show that the percentage of what is explained after the organization The subjectivity in the change in conflict management reached 37%, while the rest of the changes are due to factors that are not included in the model.

4-1- There is a significant impact relationship for the dimension of vision in conflict management strategies at Baghdad International Airport.

Table 8 shows the acceptance of the fourth sub-hypothesis emanating from the main hypothesis with a confidence rate of 95%, as the calculated value of F was 26.3656, which is significant, due to it being greater than the tabular F value of 3.9201 at the significance level of 0.05, especially that the probability value corresponding to the calculated value was 0.000, which is less than the significance level of 0.05, while the value of the determination coefficient was 20.7%, showing that the value of the change in organizational conflict management strategies due to the dimension of vision reached 20%. The rest of the changes are due to variables that are not included in the model

1.5. There is a significant impact relationship for the dimension of affiliation in conflict management strategies at Baghdad International Airport

The values produced by the statistical test, which are included in Table 8 below, provided the validity of accepting the fifth sub-hypothesis emanating from the main hypothesis with a confidence rate of 95%, as the calculated value of F was 114.337, which is significant due to being greater than the tabular value of F of 3.9201 at the level of significance (0.05), noting that the probability value corresponding to the calculated value was 0.000, which is less than the significance level of 0.05, while the value of the determination coefficient reached 52.13%, thus showing that the change in the dimension Affiliation explains 52% of the changes in the level of conflict management strategies, while the rest of the changes are due to factors that are not included in the model

Testing the first main hypothesis

1- The first main hypothesis: There is a significant influence relationship of superior leadership in conflict management strategies at Baghdad International Airport

Through the values mentioned in Table 8, which indicate that the main hypothesis can be accepted with a 95% confidence rate, as the calculated F value was 259.333, which is significant because it is greater than the tabular F value of 3.9201 at the significance level of 0.05, while the value of the determination coefficient was 73.792, meaning that superior leadership explains 73.79% of the change in conflict management strategies, while the rest of the changes are due to variables that are not included in the model.

Table 8 Evaluate the effects of superleadership as an independent variable in conflict management as a dependent variable

Decision	Moral influence relationships		Conflict Management	Dimensions of the Responder Variable			Scale	Responsive variable	
	Percentage	Number of Acceptable Hypotheses		Facilitating communication	Mediate	Negotiation		Variable Explanatory	
Hypothesis Acceptance	100%	4	%42.12	%32.15	%32.95	%39.69	R ²	Self-motivation	Dimensions of the Interpretive Variable
			76.4101	49.7506	51.5939	69.1005	F-test		
Hypothesis Acceptance	%100	4	%40.32	%29.70	%41.60	%29.38	R ²	Self-determination	
			70.9457	44.3652	74.8022	43.6755	F-test		
Hypothesis Acceptance	%100	4	%37.33	%25.20	%51.84	%19.54	R ²	Self-regulation	
			62.5499	35.3751	113.023	25.4938	F-test		
Hypothesis	%100	4	%20.07	%16.97	%9.12	%26.01	R ²	Vision	

Accep tance									
			26.3656	21.467	10.5375	36.9111	F-test		
Hypo thesis Accep tance	%100	4	%52.13	%40.96	%57.76	%32.49	R ²	Belongi ng	
			114.337	72.8455	143.58	50.5325	F-test		
	100%	4	0.7379	0.5746	0.7242	0.6273	R ²	Superior Leadership	
			295.633	141.841	475.676	176.754	F-test		
24			6	6	6	6	Number of Acceptable Hypotheses		Moral Influenc e Relatio ns
%100			%100	%100	%100	%100	Percentage		

Source: A table prepared by the researcher based on the results of the statistical program

B. Multiple Linear Regression Analysis Test (Sequential) to Measure the Most Influential Dimensions of Super Leadership in Conflict Management

In order to determine the extent of the impact of the dimensions of the interpretive variable (super-leadership) in the responsive variable (conflict management), the multi-step linear regression analysis was adopted, especially that the gradual multi-step linear regression analysis determines the importance of each dimension of the independent variable separately in terms of contributing to the model that reflects the impact of super-leadership in conflict management, in order to reach the best multi-step regression model for conflict management strategies mediated by the dimensions of super-leadership, noting that this does not mean that the rest of the The dimensions that do not appear in the final model have no effect on conflict management but their impact is less than the dimensions that appear in the model within the results of the multiple linear regression analysis, that the gradual multiple linear regression analysis is mediated by several steps as shown in the following:

- 1 - Calculating the linear correlation matrix of all variables with their dimensions.
- 2 - We choose the strongest dimension correlation coefficient with the dependent variable and enter it into the equation of the gradual multiple linear regression model first.
- 3 - We choose the second dimension that has the greatest correlation with the dimension that entered the model before it, so we must first know whether there is a significant correlation between it and the dimension that was chosen before it, and if the answer is yes, it will remove that dimension, and vice versa, it will become the second dimension that will be included in the equation of the multilinear regression model.
- 4 - Repeat the third step with the rest of the dimensions, excluding the dimensions that have a significant correlation with the chosen dimensions.
5. The process of adding dimensions to the model is feasible if there is an effect on the value of the Coefficient Of Determination R², as well as when the result of the F Test significance test is
6. Stopadding when the addition does not cause a significant change to the value of the R² coefficient and the calculated F value or the effect is weak.

Table (9) documents that the dimension of (belonging) ranked first in terms of the most influential in conflict management, as it was the first dimension of super-leadership that entered into the equation of gradual linear regression of conflict management, then entered the equation after (self-motivations) indicating the existence of a common effect in conflict management, then entered into the model of gradual multiple linear regression after (self-organization) confirming the existence of an effect. The value of F calculated for this affective relationship reached 85.196, which is significant because it is greater than its tabular counterpart, which is 2.6802, especially that the significance level recorded 0.00, which is lower than the significance level used in the research, which is 0.05, so that the percentage of the impact of these three dimensions together in conflict management reaches 71% as shown in Table (9). According to the results of the Amos program version 25, and with this result, the research sample documents the remarkable interest of the research sample in the dimensions referred to as the most important dimensions of super-leadership when developing management plans to reach a distinct management of organizational conflict, and thus the multilinear regression model for the management of the final organizational conflict is as follows:

$$Y = 0.076 + 0.51X_5 + 0.35X_1 + 0.27X_4$$

Y Organizational Conflict Management x1 / Self-Motivation / X4Self-Regulation X5 / Belonging

Table (9) Results of Stepwise Multiple Linear Regression Analysis for Organizational Conflict Management through Dimensions of Superior Leadership

Probability	F -test	The value of	Symbol	Order of	Priority	Symbol	Responsive
-------------	---------	--------------	--------	----------	----------	--------	------------

value (Significance Level)	F tabled for $\alpha=0.05$ Tabular F value	Calculated F value	the R ² coefficient of determination for all variables in the model		entry of the dimensions of the independent variable in the model	to enter the form		variable
0.00	2.6802	85.196	%71	X5	Belonging	The first	Y	Conflict Management
				X1	Self-motivation	The second		
				X4	Self-regulation	The third		
Number of dimensions of the independent variable included in the Organizational Conflict Management Multiple Linear Regression Model = three								
$Y=0.076+0.51X5+0.35*X1+0.27*X4$							Ultimate Multi-Linear Model	
Emerging from the gradual multi-regression equation (vision/self-determination)								

Source: The table prepared by the researcher based on the results of the statistical program

2. Conclusion

Fourth Topic: Conclusions, Recommendations and Suggestions

Conclusions :

- 1- The results of the field study showed a high sense of self-motivation among the employees at the airport, which indicates that the mere title of working in such an important facility is a source of pride for any individual, and therefore the individuals feel a distinct level of self-satisfaction, considering that the work itself is the real reward.
- 2- The results obtained from the field study at Baghdad Airport showed that the idea that the workers in this facility have the ability to become self-reliant when meeting their needs of efficiency, communication and autonomy.
- 3- The results of the field study show that the adoption of the mediation strategy is declining as a result of the nature that prevails in the organizational climate at the airport, which is dominated by the official and security character, which means that the parties are subject to the implementation of instructions and controls according to the official approved routes.
- 4- Through the researcher's field observation, a state of decline appeared in the adoption of electronic mechanisms in the work procedures at Baghdad Airport, which is an indicator that must be paid attention to, in addition to the situation of organizational problems about the adopted structures, as well as the instability of the administrative formation of the responsible authority and the inconsistency of the airport's administrative reference due to the various decisions taken by the higher authorities in the wake of the cases of delay that cast a shadow on the entire air transport movement until it came to prevent the national carrier from Many European countries have entered the skies due to the non-fulfillment of some international requirements and standards and other problems.
- 5- The results of the field study showed the validity of the hypotheses, which means that the significance of the effect of superior leadership on conflict management strategies has been proven .

Recommendations and proposals

A. Recommendations

- 1 - It is necessary for the departments operating at the airport to activate the electronic effort at a higher level in line with the state of development reached by international airports and the escalating levels of tender and the standards adopted in determining the quality of important transport services.
- 2- It is imperative for the official authorities to work on the stability of the organizational form of an important organization such as the airport and work towards achieving a safe environment, as it is the basic building block of any development situation, and it is a reflection of the level of understanding and understanding of the importance of the air transport sector.
- 3- The necessity of adopting policies in the selection, appointment and training processes to ensure the preparation of distinguished work cadres that deserve to be a front for Iraq, as the airport is the starting line for dealing with visitors and tourists and the position on which most of the important first impressions in tourism thought are based .
- 4- The general framework for performance at the airport must be taken out of the umbrella of the security vision and the adoption of the protocol contexts in force internationally, while not neglecting the important security aspects, but the work in the airlines cannot develop according to the security dimension alone .
5. Airport administrations should build strategic partnerships with distinguished airports in regional and global countries that

have achieved high levels of performance and be inspired by those successful experiences.

B. Proposals : They can be highlighted in the following points:

- 1 . The impact of superior leadership on achieving strategic sovereignty in Iraqi airports.
- 2 - The Impact of Spiritual Leadership in Crisis Management in Iraqi Airways .
- 3- The Impact of Strategic Consensus on the Management of Organizational Conflict in the Iraqi Tourism Authority.

References

1. A. Azzam and A. Sabry, *Applied Statistics by SPSS System*. Amman, Jordan: Dar Al-Manhajiyah Publishing, 2015.
2. Z. A. Al-Fatlawi and A. Al-Asadi, "The Relationship Between Superior Leadership in Promoting the Culture of Innovation," *Al-Ghari for Economic and Administrative Sciences*, vol. 21, no. 2, pp. 101–130, 2025.
3. K. Barton, W. Wrieden, and A. Anderson, "Validity and Reliability of Short Questionnaire for Assessing the Impact of Skills Interventions," McGraw-Hill, USA, 2011.
4. T. Bartram and G. Casimir, "The Relationship Between Leadership and Followers in Role Performance and Satisfaction with Leader: The Mediating Effects of Empowerment and Trust in the Leader," *Leadership & Organizational Development Journal*, vol. 28, no. 1, pp. 4–19, 2020.
5. R. L. Daft, *Management*, 6th ed. New York, NY, USA: John Wiley & Sons, 2003.
6. L. A. DeChurch and M. A. Marks, "Maximizing the Benefits of Task Conflict: The Role of Conflict Management," *The International Journal of Conflict Management*, vol. 12, pp. 4–22.
7. M. Deutsch and P. T. Coleman, *The Handbook of Conflict Resolution*. San Francisco, CA, USA: Jossey-Bass, 2022.
8. G. Barinem, "Super-Leadership: A People Centered Approach to Leadership in Organization," *Port Harcourt Journal of History & Diplomatic Studies*, vol. 10, no. 1, pp. 277–301, 2023.
9. W. F. Isabell, "Self-Leadership and Super-Leadership: Examining the Leadership Development of University Undergraduate Students Using the Abbreviated Self-Leadership Questionnaire," Ph.D. dissertation, 2020.
10. J. M. Kouzes and B. Z. Posner, *The Leadership Challenge*. San Francisco, CA, USA: John Wiley & Sons, 2017.
11. T. Kuhn, "Do Conflict Management Styles Affect Group Decision Making?" *Human Communication Research*, vol. 26, pp. 558–590, 2023.
12. Y. Manshi and K. M. Sunil, "Self-Leadership as a Tool for Enhancing Performance at Workplace," *GIS Journal of Business*, vol. 14, 2019.
13. C. C. Manz and H. P. Sims, *The New Super-Leadership: Leading Others to Lead Themselves*. Oakland, CA, USA: Berrett-Koehler Publishers, 2001.
14. M. A. Rahim, *Managing Organizational Conflict: A Non-Traditional Approach*. New York, NY, USA: Prentice Hall, 2024.
15. A. Rothacker, "Leadership in Multinational Management: A Behavior-Set to Motivate Multicultural Teams," *Procedia - Social and Behavioral Sciences*, vol. 130, 2022.
16. V. Vann et al., "A Study of Emotional Intelligence and Self-Leadership," *SAM Advanced Management Journal*, vol. 82, no. 3, pp. 18–77, 2017.