

# Abstract

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## **The Impact of Islamic Values on Interpersonal Relationship Conflict Management in Egyptian Business Organization**

the purpose of this paper is to investigate the impact of a number of Islamic values on interpersonal relationship conflict management in Egyptian Pharmaceutical Organizations, and to provide useful frameworks for diagnosing and managing conflict. Methods – using a survey instrument, this paper gathered data from 597 managers representing all managerial levels of pharmaceutical industrial organizations operating in Alexandria, Egypt. Data were analysed using Correlation analysis, frequency distribution along with regression techniques that were used to test the frameworks that were introduced: The diagnostic framework for investigating the reasons and consequences of interpersonal conflict and the Management framework investigating the impact of the Selected Islamic Values on the processes of conflict management including conflict prevention, resolution, and exploitation. Findings – The reasons of conflict as represented by 2 major basic drives: Animalism (Materialism) drives and Angelism (Egoism) drives both showed high levels of agreement among respondents. The proportions of agreement/high effect for Animalism drives (sub-factors) were ranked as follows: Materialism 84.9%, stupidity 57.8%, while Sexual Harassment was only 30.3%. Whereas the Angelism drives were ranked as follows: Superiority 87.1%, Prestige 84.3%, Position 81.6%, Eternity 80.6% and Domination 73.5%. The proportions of agreement/high effect for Lionism “Predatory Bullying” behaviours (sub-factors) as manifestations/consequences of conflict were ranked as follows: Gossip 77.4%, Driving Wedges Between People 76.7%, Backbiting 75.7%, Lying 72.2%, False Promise 71.9%, False Testimony 69.7%, Stealing 55.6%, Cursing 52.8%, Beating 41.5% and Sexual Harassment 34.0%. Proportions of agreement/high effect for Satanism “Emotional Anger” manifestations (sub-factors) as consequences of conflict were ranked as follows: Jealousy 81.6%, Envy 77.7%, Arrogance was 77.1%, Malice 76.5% and Rancor 71.5%. The overall results supported our hypotheses denoting the impact of the Selected Islamic values on conflict management. Furthermore the results supported that the investigated reasons of interpersonal Conflict namely Animalism “Materialism” and Angelism “Egoism” have a significant impact on the investigated conflict consequences namely Lionism and Satanism that consequently affects productivity. Practical implications – Based on findings specific implications related to work environment, were identified strengthening Islamic perspective of business management, and enhancing conflict management