

The Mediation Role of Organizational Climate in the Relation between Conflict Management Styles and Job Satisfaction among Hospital Managers in Saudi Arabia

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Abstract: *This study analyzed the mediating role of organizational climate on the association of conflict management styles and job satisfaction of hospital managers in Saudi Arabia. The study used a cross-sectional quantitative research method to measure the constructs of the study. To gather the required data, a cross-sectional survey was designed to be completed by 331 hospital managers. The study used conflict management styles, organizational climate, and job satisfaction as adapted validated constructs, pertinent to hospital management. The study employed Partial Least Squares Structural Equation Modeling to analyze the measurement model, direct effects, and the mediation effect. The results indicated that conflict management styles positively impacted job satisfaction. This result informed that hospital managers that had highly developed conflict management practices had a greater level of satisfaction with their work. The results also indicated that conflict management styles positively impacted the organizational climate. This result indicated that conflict management practices positively impacted the organizational climate of the hospital. The results of the study further indicated that organizational climate had a direct impact on job satisfaction. The mediation analysis conducted in the study also indicated that organizational climate did not mediate the relationship of conflict management styles and job satisfaction. The study recommends that to improve the job satisfaction and the organizational climate of hospitals in Saudi Arabia, the conflict management practices of the managers need to be developed.*

Keywords: Conflict Management Styles; Organizational Climate; Job Satisfaction; Hospital Managers; Saudi Arabia.

1. Introduction

Managing a hospital environment means dealing with issues caused by the need for coordination of many disciplines, a myriad of operational issues, and a myriad of value-based quality service tensions. This means managing a variety of role, workload and expectation conflicts and their resultant professional priority conflicts. Conflict can have a positive effect in these cases because, if it is constructively managed, it can induce communication, innovation and problem solving. That said, the effect of conflict that is managed poorly is counterproductive: it creates an environment of low morale and disinterest, high stress, and poor collaboration and it further hampers a manager's ability to effectively manage. This is especially true for healthcare systems where the ability to effectively manage conflict has a great impact on the morale and cooperation of the staff and the overall stability of the day-to-day operations. It is of special importance that conflict management has a key role in the skill set of healthcare managers as it defines how tensions and conflicting relationships that are a part of a highly demanding environment of a hospital are handled (González-García et al., 2025). With that said, conflict management styles of hospital managers should be studied to understand the management styles of hospital managers and the impact their management has on a hospital as an organization.

Conflict management strategies encompass how individuals manage discord (such as competition, collaboration, compromise, accommodation, and avoidance). In hospital management, these strategies are vital because managers must resolve conflict while honoring professional relationships and sustaining optimal service delivery. According to prior studies, conflict management must not be perceived solely as an individual skill, but rather as an organizational capability dealing with coordination, facilitation, and implementation in healthcare organizations (Vesperi et al., 2021). Moreover, research dealing with conflicts in healthcare has indicated that adequate conflict management in environments where tensions among employees have a negative impact on work and on the care of patients is a blend of several strategies, both individual and organizational (Cassiano et al., 2024). Thus, how hospital managers handle conflicts may affect their job-related satisfaction, as well as the overall satisfaction of the organization.

Job satisfaction is a key outcome in healthcare management because it reflects the extent to which managers feel positive, motivated, and fulfilled in their work. For hospital managers, job satisfaction is important because dissatisfaction may reduce leadership effectiveness, weaken organizational commitment, and affect the quality of managerial decision-making. A recent systematic review of healthcare workers in Gulf Cooperation Council countries showed that job satisfaction is shaped by multiple organizational and psychosocial determinants, including leadership, work environment, workload, and workplace relationships (Alkhateeb et al., 2025). Organizational climate is closely related to these determinants because it reflects shared perceptions of support, fairness, communication, trust, and cooperation within the workplace. Evidence from public healthcare settings shows that organizational climate plays an important role in reducing negative work outcomes and supporting employee well-being, especially when workers face role overload and emotional demands (Al'Ararah et al., 2024). Thus, organizational climate may represent an important mechanism through which conflict management styles contribute to job satisfaction.

Prior research has explored conflict management, organizational climate and job satisfaction. However, studies examining the mediation effect of organizational climate on the relationship between conflict management styles and job satisfaction of hospital managers in Saudi Arabia are scarce. Most existing healthcare research concentrates on nurses and other healthcare employees, and hospital managers are overlooked. Hospital managers are strategically positioned to organize and lead management teams, and to design the internal work environment. Healthcare research has focused on the positive impact of workplace outcomes on leadership and organizational culture, workplace civility and conflict management (Alqahtani et al., 2025). Some studies have shown that organizational climate of conflict management can affect the level of involvement of employees through the mediation of trust, indicating that the workplace may clarify the relationship between conflict management and the employee's disposition (Alshaabani & Rudnák, 2023). Nonetheless, the mediation effect of organizational climate on the relationship of conflict management styles and job satisfaction of hospital managers in Saudi Arabia is still largely unexplored. This study is concerned with the fast-growing Saudi healthcare system. Hospitals are going through continuous change with increased expectations from leadership and a focus on the effectiveness of leadership and the organization. Healthcare practitioners in Saudi Arabia work in a changing environment that incorporates a need for managers to effectively manage their teams and create an enabling environment for their teams along with good interpersonal relationships (Alharbi et. al, 2024). Concurrently, recent studies in Saudi healthcare have demonstrated the significance of analyzing leadership behaviors, workplace conflicts, and the degree of loyalty and commitment to the organization. These are important and influential factors in determining the outcome of a workplace setting (Alsadaan & Alqahtani, 2024). Therefore, this study aims to determine the mediating role of organizational climate on the interplay of conflict management styles and satisfaction on the job of managers in hospitals in Saudi Arabia. This study also seeks to add dimensions to the existing literature on healthcare management by studying hospital managers that are a neglected segment and by identifying the potential of organizational climate as a mediator in the relationship of conflict management styles and job satisfaction. This study has the potential to assist hospital managers in developing conflict management programs and enhancing the organizational climate to address the limitations in the satisfaction and performance of managers.

1.1 Literature Review

1.2 Theoretical Discussion

This study proposes that conflict management styles impact job satisfaction through the organizational climate of the hospital managers and through the direct interpersonal and managerial aspects. Conflict management styles describe the approaches of managers regarding disagreements, issues, and mismatched expectations. In healthcare settings, this is crucial because hospitals require collaboration among various professional teams, and if conflicts remain unresolved, it can have a detrimental effect on the morale and the continuity of work of the different professional teams. Therefore, conflict management is not a personal behavior preference, but an organizational behavior that makes the provision of services in a hospital setting (Vesperi et al., 2021) effective and functions as an avenue for cooperation and informed choices. Therefore, it can be assumed that hospital managers with constructive conflict management styles will foster stable work relations and positive perceptions of work.

This study draws on the Job Demands-Resources model to balance the demands and resources of hospital managers. This model provides an understanding of managers' job satisfaction and well-being. Hospital managers face many demands, such as working to full capacity, administrative requirements, conflicting roles, staff shortages, and emotional challenges. Where demands are not matched with adequate resources, managers can suffer from stress, dissatisfaction, and a withdrawal of work engagement. Organizational climate is a job resource closely related to managers' satisfaction with work, and it provides a supportive, fair, and cooperative, and psychologically safe climate. Recent studies on healthcare using a Job Demands-Resources model suggest that job resources can reduce adverse work conditions and foster satisfaction, engagement, and well-being of healthcare workers even more (Herachwati et al., 2024). Thus, positive organizational climate could assist hospital managers in the translation of constructive conflict management in the workplace to a more satisfying work experience.

Contingency thinking is a good framework for interpreting the relationships in this study. This framework proposes that particular management techniques will not elicit the same effect in every environment. This is especially important when considering the context of hospitals. An example of this may involve a management style of conflict resolution that may only enhance job satisfaction in the presence of an environment of trust, fairness, openness, and collaboration. Even when conflict resolution is constructive, this may have further limited impact given the weakness and lack of support in workplace environments that have poor communication. What has been shown in this literature is the presence of management style of conflict resolution practices is directly related to trust and engagement. This can indicate that management style behaviors that encourage conflict have an impact on how employees perceive the management style that is being employed (Alshaabani and Rudnák, 2023). Therefore, in conflict resolution practices the organizational climate is positioned within theory as a mediating variable that can provide an explanation for the impact that conflict management practices have on job satisfaction.

In healthcare systems, the organizational climate must be understood because managers and staff function in pressured systems with high performance, service, and administrative demands. Such systems contribute to employee burnout, unhappiness, inequity, and poor communication. For public healthcare, organizational climate can protect employees from burnout and other adverse work outcomes. This is especially the case when employees are overloaded and the demands of the job are high (Al'Ararah et al., 2024). Furthermore, the growing body of healthcare literature suggests job satisfaction is closely aligned with a number of organizational and psychosocial factors, such as leadership, interpersonal relationships, as well as the size and nature of one's workload, and the overall quality of the work environment (Alkhateeb et al., 2025). Given the context of the preceding theorization, the present study posits that hospital managers' job satisfaction can be radiated through various conflict management styles when perceived organizational climate is taken into account.

1.3 Hypotheses Development

1.4 Conflict Management Styles and Job Satisfaction

Job satisfaction is likely to be affected by conflict management styles because the way a manager addresses conflict can affect their stress levels, relationships, and the quality of decisions and control they feel regarding the work environment. In a hospital, managers deal with many different types of staffing, communication, and role-related conflicts, as well as conflicts concerning service to the patient and interdepartmental collaboration. Styles like collaboration and compromise may positively affect managers' job satisfaction by reducing emotional conflicts and allowing them to maintain professional relationships. Poorly managed conflict may cause stress and conflict, and negatively impact job satisfaction. The newer research in healthcare supports that conflict management is a significant and necessary skill for managers since it allows nurse managers and healthcare leaders to effectively deal with conflict and provide stability within their teams (González-García et al., 2025). Conflict management and job satisfaction studies also suggest that the way conflict is managed positively impacts not only job satisfaction, but also trust within an organization, thus supporting the idea that positive work attitudes and effective conflict management are correlated (Umar & Umar, 2024). The following hypothesis is based on that.

H1: Conflict Management Styles have a significant positive effect on Job Satisfaction among hospital managers in Saudi Arabia.

1.5 Conflict Management Styles and Organizational Climate

Conflict management style can greatly shape the organizational climate. Managers' responses to conflict influence workplace perceptions concerning the fairness of communication, trust, support, and the presence of constructive conflict. Constructive conflict management creates the perception that interpersonal conflict is a manageable component of the workplace. Constructive conflict management reduces the tension that inhibits workplace interaction. Constructive conflict management creates the perception that fairness is a construct of the workplace. This perception improves the climate of the workplace. It creates the confidence of the managers and employees to voice concerns and engage in the solving of the concerns. In the case of healthcare, conflict management also deals with the workplace climate. The focus of conflict management in healthcare is the conflict related to the communication and professional relationships, as they are the components that create the majority of the inter-employee conflict. Constructive conflict management requires the use of both individual and organizational conflict management strategies (Cassiano et al. 2024). Conflict management climate and trust positively influence the engagement of employees. Conflict management practices greatly influence the perceptions and attitudes of employees. In the case of hospital management, conflict management may be a credible construct of a cooperative workplace climate. Therefore, the following hypothesis is proposed:

H2: Conflict Management Styles have a significant positive effect on Organizational Climate among hospital managers in Saudi Arabia.

1.6 Organizational Climate and Job Satisfaction

Organizational climate is expected to influence job satisfaction because it reflects the quality of the work environment in which hospital managers perform their duties. A positive work climate will help managers feel appreciated and motivated due to the presence of support, fairness, trust, cooperation, and effective communication. The high work and emotional demands of healthcare organizations make it difficult to create positive work experiences, but climate can improve employee satisfaction by providing a positive and supportive climate. Studies conducted in the public healthcare field show that organizational climate, along with leadership and role overload, influence burnout, which makes climate a significant factor of well-being in healthcare work (Al'Ararah et al., 2024). It has also been shown that climate and job satisfaction are related, as the employees' satisfaction with their job is highly influenced by their perception of the work environment (Osmani et al., 2022). Given the work of hospital managers, which is done in a highly demanding and difficult system, the supportive

climate of an organization is likely to influence the satisfaction and performance of managers in the Saudi healthcare system. This study, therefore, suggests the following hypothesis:

H3: Organizational Climate has a significant positive effect on Job Satisfaction among hospital managers in Saudi Arabia.

1.7 The Mediating Role of Organizational Climate

Organizational climate is proposed as a mediator because conflict management styles may improve job satisfaction partly by creating a more supportive, fair, and cooperative work environment. Constructive conflict management can reduce tension, improve trust, strengthen communication, and encourage collaborative problem-solving. Enhancements to the organizational climate may positively influence job satisfaction, as a result of the more positive and manageable work environment. This type of mediation is aligned with the Job Demands-Resources model. Within this framework, conflict management may be viewed as a type of management practice that reinforces organizational climate as a job resource. A job resource such as this may contribute to employee satisfaction. Recent studies reveal organizational climate can act as a mediator between the conditions present in a workplace and employee job satisfaction, thus illustrating its importance as an interpretive tool in the study of organizational behavior (al-Zahrani, 2025). Healthcare and workplace climate studies suggest that constructive pressure in an organization's positive climate can enhance relationships and result in better job satisfaction and employee well-being (Lintanga & Rathakrishnan, 2024), thus this study posits the following:

H4: Organizational Climate mediates the relationship between Conflict Management Styles and Job Satisfaction among hospital managers in Saudi Arabia.

2. Methodology

The purpose of the study was to investigate the role of organizational climate as a mediator between conflict management styles and job satisfaction in hospital managers of Saudi Arabia. For this purpose, a quantitative, deductive and cross-sectional research strategy was employed. Since the aim of the study was to identify measurable relationships among variables using survey data, the quantitative approach was appropriate. Since the research model was determined based on theories and findings of previous studies on conflicts, organizational climate, and job satisfaction, the approach was also appropriate. The cross-sectional design was suitable to collect data at one point in time based on the perceptions of hospital managers on the issues of conflicts, the organizational climate, and job satisfaction. This design was appropriate for this study because it allows the researcher to articulate perceptions and experiences related to conflicts and describes the climate at work in the complex and ever-changing organizational environment of a hospital. The nature of this design allows the researcher to assess the relationships that exist in a hospital between the management staff and the employees which in turn helps to determine the climate of the hospital and the organizational effectiveness (Vesperi et al., 2021).

The study focused on managers across all types of hospitals in the Kingdom of Saudi Arabia. The Ministry of Health's 2023 Statistical Yearbook states the Kingdom includes 499 hospitals. The 290 hospitals are run by the Ministry of Health, the 59 hospitals belong to other governmental sectors, and the remaining 150 hospitals belong to the private sector. This study targeted all managers across the Saudi hospital system. For this study, hospital managers are defined as positions that include general and medical directors, administrative directors, and department heads who are managers at the executive, senior, middle, and lower levels of management with a focus on both strategic and operational decisions. The sample size used the Krejcie and Morgan approach for finite populations, and the requisite sample for structural equation modeling was defined. A survey with a focus on hospital managers was used for data collection to capture a diverse range of hospital types, management levels, and years of professional experience. This was an appropriate study population, as hospital managers handle workplace conflict and hospital operations and contribute to the organizational climate that impacts employee job satisfaction. This study was based on the 331

completed surveys from hospital managers. The study by Alkhateeb et al. (2025) presents the factors of the workplace, organization, and the leadership and the psychosocial climate as the primary determinants of job satisfaction among healthcare employees.

Data were collected using a structured self-administered questionnaire consisting of demographic information and three main constructs. The demographic section was developed based on the study context and covered respondents' personal and professional characteristics, including gender, age, educational level, managerial experience, hospital type, managerial level, and total experience in the healthcare sector. Conflict Management Styles were measured using 15 retained items adapted from Rahim (1983), covering the major approaches used in handling interpersonal conflict, including integrating, obliging, dominating, avoiding, and compromising styles. This source was appropriate because Rahim's conflict management framework remains a foundational and widely used approach for explaining how individuals respond to disagreement in organizational settings (Rahim, 1983). Organizational Climate was measured using 8 retained items adapted from Peña-Suárez et al. (2013), based on the CLIOR Scale, and the items assessed hospital managers' perceptions of communication, cooperation, support, openness, and the general quality of the organizational work environment. Organizational climate was included because positive workplace climate is closely related to employee well-being, reduced burnout, and more supportive healthcare work conditions (Al'Ararah et al., 2024). Job Satisfaction was measured using 6 retained items adapted from Spector (1985), and the items assessed hospital managers' satisfaction with their work, responsibilities, professional expectations, work environment, and overall job experience. Job satisfaction is a central outcome in healthcare management because it is shaped by organizational climate, workload, workplace relationships, and the broader quality of the work environment (Alkhateeb et al., 2025). All construct items were measured using a five-point Likert scale ranging from strongly disagree to strongly agree.

Prior to the main phase of data collection, a pilot test was held to assess the clarity and context of the questionnaire with respect to hospital managers in Saudi Arabia. The pilot test allowed for the adjustment of problematic wording and the enhancement of item clarity. The pilot test in addition to the adapted items provided context to the constructs that the items were designed for. Content validity was ensured by the context adaptation of the items to the field of Saudi hospital management and the integration of structured measurement techniques. The main analysis focused on the measurement model and assessed its validity and reliability. In the context of this study, reliability was assessed by internal consistency, and convergent validity was assessed by the extent to which the items correspond to the constructs. In addition to the above, the measurement model was assessed for discriminant validity with respect to Conflict Management Styles, Organizational Climate, and Job Satisfaction. These constructs, although related, are conceptually distinct and required sufficient separation prior to modeling the structural relations. Ethical considerations were taken into account for the voluntary participation, information, and protection of respondent identity and study data who completed the questionnaire.

Partial Least Squares Structural Equation Modeling was used to analyze the data. This technique was used because the study was looking at direct and indirect relationships between latent constructs and the placement of Organizational Climate as a mediating variable. This approach was most appropriate because, at the same time, the researcher was able to look at the measurement and the structural model. This analysis was completed in two phases. The first phase dealt with the refinement of the measurement model and included the assessment of item loadings and the evaluation of the internal consistency and reliability, as well as both the convergent and discriminant validity. The structural model was evaluated in the second phase and included the assessment of the direct relationships from Conflict Management Styles to Job Satisfaction, and Conflict Management Styles to Organizational Climate, as well as the direct relationship of Organizational Climate to Job Satisfaction. The mediating effect was assessed by examining the indirect relationship from Conflict Management Styles to Job Satisfaction through Organizational Climate. The significance of the direct and indirect relationships was assessed with the Bootstrapping technique, which was appropriate to use for the assessment of mediation relationships among the latent constructs in this management and healthcare study.

2.1 Findings

This section includes results of the research study conducted on hospital managers in Saudi Arabia. Conflict Management Styles, Organizational Climate, Job Satisfaction, and the potential mediation of Organizational Climate were evaluated. The explanations begin with the main constructs' descriptive statistics, followed by the measurement model's assessment focusing on the model's reliability and validity (convergent and discriminant). The direct and indirect mediation effects reported the results of the structural model, which were assessed for hypotheses support. The normality for the study variables was evaluated using skewness and kurtosis statistics prior to the structural equation modeling. As shown in Table 1, the skewness values reported were between -0.554 and -1.538 , and the kurtosis values reported were between 0.969 and 3.501 . Organizational Climate reported a skewness of -1.538 and kurtosis of 3.501 , Job Satisfaction reported a skewness of -0.852 and kurtosis of 0.969 , and Conflict Management Styles reported a skewness of -0.554 and kurtosis of 3.422 . Considering the reported results for Organizational Climate, Job Satisfaction, and Conflict Management Styles, the study variables were acceptable for the statistical analyses that followed. There was no evidence of a substantial violation of normality. The statistical analyses were conducted using Partial Least Squares Structural Equation Modeling.

Table 1: Normality test

Construct	N	Skewness	Kurtosis
Organizational Climate	331	-1.538	3.501
Job Satisfaction	331	-0.852	0.969
Conflict Management Styles	331	-0.554	3.422

The descriptive statistics were examined to summarize hospital managers' perceptions of the main study constructs. As seen in Table 2, managers' perceptions of the work climate were generally positive so that Organizational Climate had the highest mean score ($M = 4.159$, $SD = 0.780$). Job Satisfaction had a positive mean score as well ($M = 3.739$, $SD = 0.841$) indicating satisfaction with the level of work done. On average, Conflict Management Styles had a mean of 3.594 , $SD = 0.525$, and suggested a moderate to a high level of management of conflicts among the respondents. So, generally, the results of the study were positive, and managers had a positive perception of the climate in the organization, satisfaction with the job, and styles of managing conflicts.

Table 2: Summary of Descriptive Analysis

Construct	N	Mean	Std. Deviation
Organizational Climate	331	4.159	0.780
Job Satisfaction	331	3.739	0.841
Conflict Management Styles	331	3.594	0.525

Figure 1 shows the initial measurement model for the interaction between Conflict Management Styles, Organizational Climate, and Job Satisfaction. According to the initial model, Job Satisfaction and Organizational Climate showed strong item loadings, as almost all indicators exceeded the ideal threshold of 0.70 . In contrast, several items of Conflict Management Styles showed low loadings, particularly CM7, CM11, CM12, CM18, CM19, CM20, and CM21. Low indicator loading for the mentioned items showed that the construct of Conflict Management Styles needed refinement prior to the final measurement model. As a result, the items with low loadings were analyzed, and based on the findings, the items were removed from the model to improve the model's reliability and convergent validity.

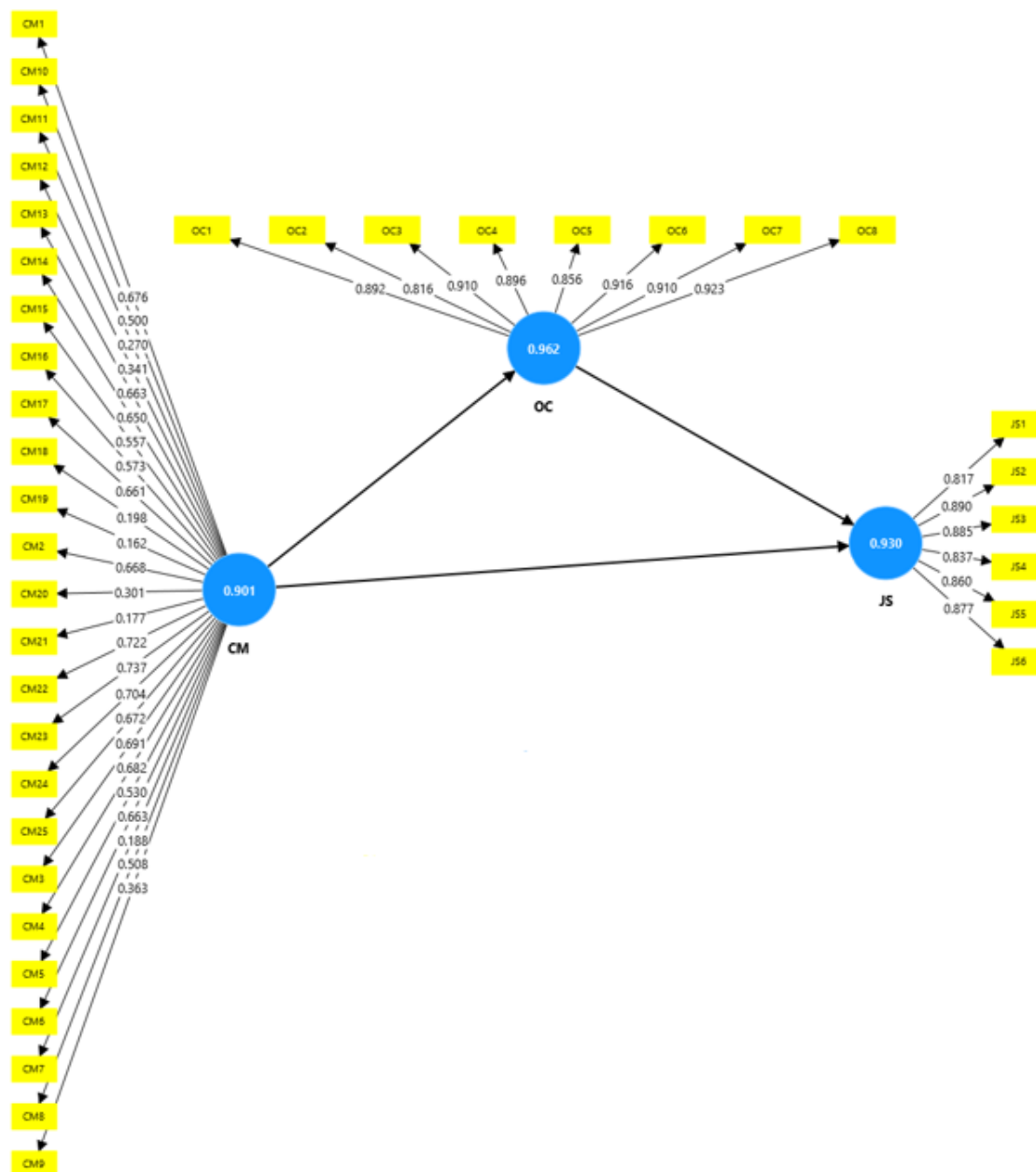


Figure 1: Evaluation of Measurement Model (Initial Model)

Reliability and validity results for the first measurement model are shown in Table 3. Strong measurement quality results were exhibited by Job Satisfaction and Organizational Climate. Job Satisfaction had a Cronbach's alpha of 0.930, a composite reliability of 0.932, and an AVE of 0.742. Organizational Climate had a Cronbach's alpha of 0.962, a composite reliability of 0.963, and an AVE of 0.793. These results achieved both internal consistency and convergent validity for Job Satisfaction and Organizational Climate. For Conflict Management Styles, the Cronbach's alpha was 0.901, and the composite reliability was 0.924. Both of these results showed strong internal consistency. The AVE, however, was 0.303, which is below the recommended level of 0.50. Therefore, the initial Conflict Management Styles construct did not show sufficient convergent validity. CM7, CM11, CM12, CM18, CM19, CM20, CM21, and CM9 all had weak loadings, which negatively impacted the AVE of the construct. The measurement model was adjusted by removing these weak loadings, and then the final measurement model was evaluated.

Table 3: Construct Reliability and Validity – Initial Model measurements

	Loading	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
CM1	0.676	0.901	0.924	0.303
CM10	0.500			
CM11	0.270			
CM12	0.341			
CM13	0.663			
CM14	0.650			
CM15	0.557			
CM16	0.573			
CM17	0.661			
CM18	0.198			
CM19	0.162			
CM2	0.668			
CM20	0.301			
CM21	0.177			
CM22	0.722			
CM23	0.737			
CM24	0.704			
CM25	0.672			
CM3	0.691			
CM4	0.682			
CM5	0.530			
CM6	0.663			
CM7	0.188			
CM8	0.508			
CM9	0.363			
JS1	0.817	0.93	0.932	0.742
JS2	0.890			
JS3	0.885			
JS4	0.837			
JS5	0.860			
JS6	0.877			
OC1	0.892	0.962	0.963	0.793
OC2	0.816			
OC3	0.910			
OC4	0.896			
OC5	0.856			
OC6	0.916			
OC7	0.910			
OC8	0.923			

Figure 2 shows the refined final measurement model, having excluded weak indicators associated with construct validity. In the final model, Conflict Management Styles had 15 indicators, Organizational Climate had 8, and Job Satisfaction had 6. This illustrates a more focused and statistically acceptable measurement model. The remaining indicators aligned with their respective constructs. Conflict Management Styles, Organizational Climate, and Job Satisfaction all had sufficient indicators. Conflict Management Styles, Organizational Climate, and Job Satisfaction had strong loadings, which confirms their indicators highly and consistently covered the intended constructs. Job Satisfaction and Organizational Climate had no weak indicators, and thus, had no reliability issues. After weak indicators for Conflict Management Styles had been removed, the remaining indicators reliably captured the construct. The final model of measurement was thus deemed suitable to test reliability, and then convergent and discriminant validity, and the structural relationships of Conflict Management Styles, and Organizational Climate, and Job Satisfaction.

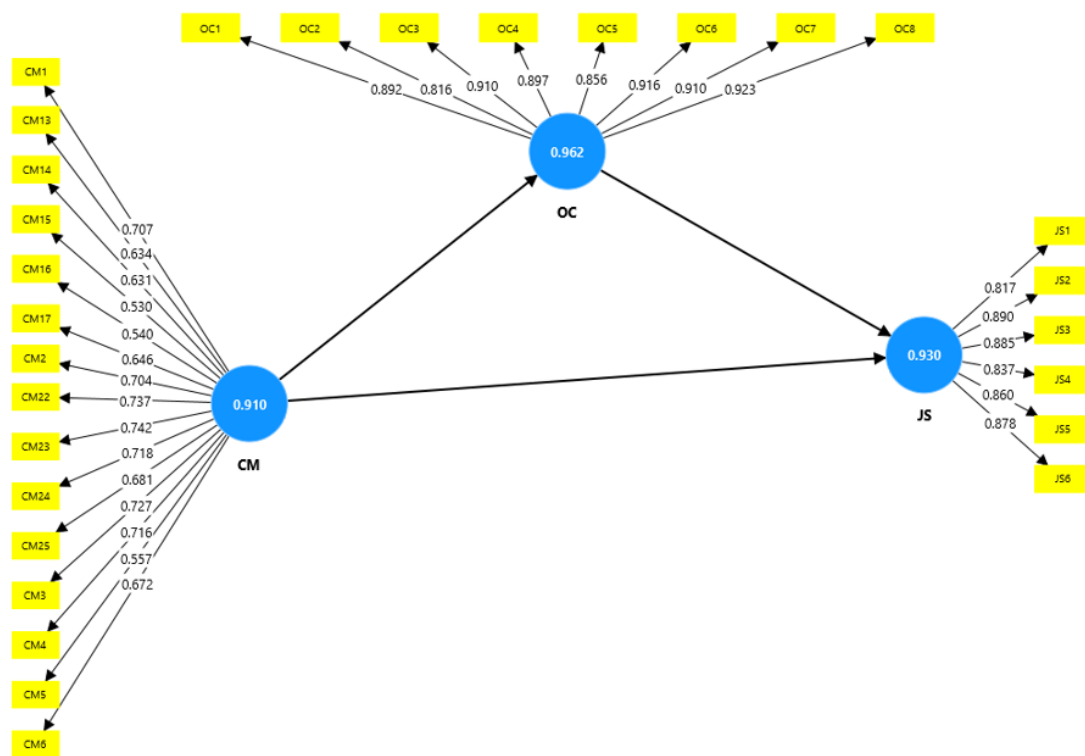


Figure 2: Evaluation of Measurement Model (Final Model)

In Table 4, the final measurement model results for construct reliability and validity and the measurement model for the remaining indicators after the weak indicators were excluded is presented. The results for outer loadings showed that the remaining indicators adequately loaded on their respective constructs. For Job Satisfaction, the loadings of the indicators ranged from 0.817 to 0.890. The indicators of Organizational Climate ranged from 0.816 to 0.923, and the loadings of Conflict Management Styles ranged from 0.530 to 0.742. Although some of the indicators of Conflict Management Styles were below the preferred loading value of 0.70, they were retained as the overall construct had acceptable reliability and convergent validity post-refinement of the model. The results also indicated that all constructs had satisfactory internal consistency reliability. Conflict Management Styles had a Cronbach's alpha of 0.910 and composite reliability of 0.918, Job Satisfaction had a Cronbach's alpha of 0.930 and composite reliability of 0.932, and Organizational Climate had a Cronbach's alpha of 0.962 and composite reliability of 0.963. Since all the values were above the threshold of 0.70, the findings established that the remaining indicators on the constructs had consistency of measurements. Convergent validity, which was also established, showed the AVE values of Conflict Management Styles, Job Satisfaction and Organizational Climate, were 0.544, 0.742, and 0.793, respectively, which were all above the recommended value of 0.50. The final measurement model, as a result, displayed appropriate item loadings, evidenced strong reliability and convergent validity, and was therefore also appropriate for testing discriminant validity and the analysis of the structural model.

Table 4: Construct Reliability and Validity – Final Model measurements

	Loading	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
CM1	0.707	0.910	0.918	0.544
CM13	0.634			
CM14	0.631			
CM15	0.530			
CM16	0.540			
CM17	0.646			
CM2	0.704			
CM22	0.737			

	Loading	Cronbach's alpha	Composite reliability	Average variance extracted (AVE)
CM23	0.742	0.930	0.932	0.742
CM24	0.718			
CM25	0.681			
CM3	0.727			
CM4	0.716			
CM5	0.557			
CM6	0.672			
JS1	0.817			
JS2	0.890			
JS3	0.885			
JS4	0.837	0.962	0.963	0.793
JS5	0.860			
JS6	0.878			
OC1	0.892			
OC2	0.816			
OC3	0.910			
OC4	0.897			
OC5	0.856			
OC6	0.916			
OC7	0.910			
OC8	0.923			

Table 5 includes the heterotrait-monotrait ratio of correlations for evaluating discriminant validity among research variables. The HTMT ratios listed for Conflict Management Styles and Job Satisfaction were 0.565, for Conflict Management Styles and Organizational Climate were 0.606, and for Organizational Climate and Job Satisfaction were 0.577. Since all the HTMT ratios were lower than a generally accepted restrictive ratio of 0.85, it illustrates that all the variables were adequately and sufficiently distinct. Thus, this result demonstrates that Conflict Management Styles, Organizational Climate, and Job Satisfaction were measuring different and distinct constructs within the model, even if they were related constructs. Therefore, the HTMT results were in favor of discriminant validity of the measurement model and demonstrated further proof of the constructs' appropriateness within the model for the purpose of testing the structural model.

Table 5: The heterotrait-monotrait ratio of correlations (HTMT)

	CM	JS	OC
CM			
JS	0.565		
OC	0.606	0.577	

CM = Conflict Management Style; JS = Job Satisfaction; OC = Organizational Climate.

Table 6 presents the Fornell-Larcker criterion results used to further assess discriminant validity among the study constructs. Values which fall on the diagonal are the square roots of the average variance extracted for each construct; those which fall off the diagonal are the correlations among the constructs. As shown, the square root of the AVE for Conflict Management Styles was 0.866, which exceeded its correlations with Job Satisfaction 0.529 and Organizational Climate 0.589. Likewise, the square root of the AVE for Job Satisfaction was 0.861, which exceeded its correlations with Conflict Management Styles 0.529 and Organizational Climate 0.548. Organizational Climate also had a square root of AVE of 0.891, which exceeded its correlations with Conflict Management Styles 0.589 and Job Satisfaction 0.548. These results suggest that Conflict Management Styles, Job Satisfaction, and Organizational Climate constructs were empirically distinct, as each construct accounted for a greater amount of variance with its own indicators rather than the other constructs within the model. As such, the Fornell-Larcker results also substantiate discriminant validity, and the measurement model was adequate for the structural model evaluation.

Table 6: Latent Variable Correlations (Fronell-Lacer criteria)

	CM	JS	OC
CM	0.866		
JS	0.529	0.861	
OC	0.589	0.548	0.891

CM = Conflict Management Style; JS = Job Satisfaction; OC = Organizational Climate.

Figure 3 shows the path model significance results for Interaction Management Styles, Organizational Climate and Job Satisfaction. It shows that Interaction Management Styles had a positive effect on Organizational Climate. This means that Hospital Managers who had stronger Interaction Management Styles had a stronger positive Organizational Climate. It shows that Interaction Management Styles had a positive effect on Job Satisfaction. This means that Hospital Managers had greater Job Satisfaction due to the Interaction Management Styles they practiced. The positive effect of Organizational Climate on Job Satisfaction was not significant. This means that in this model, Organizational Climate had a significant positive effect on Job Satisfaction. Interaction Management Styles had a greater positive effect on Job Satisfaction than the indirect effect of Organizational Climate.

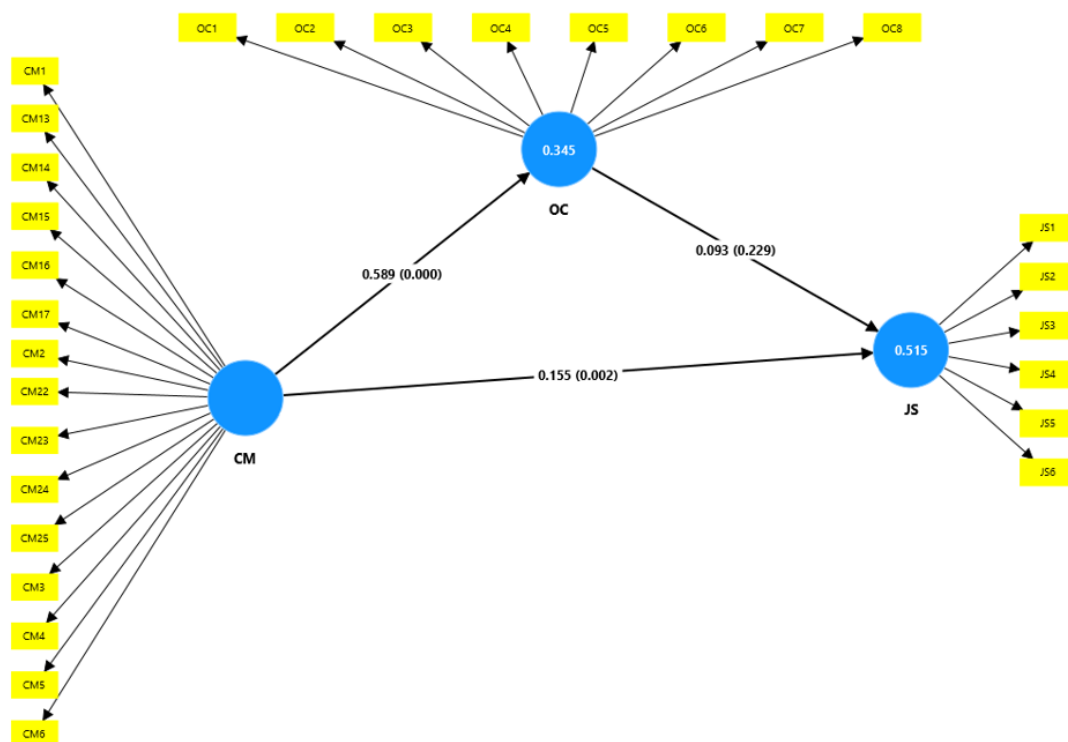


Figure 3: Path Model Significance Results

Table 7 presents the coefficient of determination results for the endogenous constructs in the structural model. The R-square value for Job Satisfaction was 0.520, with an adjusted R-square of 0.515, indicating that Conflict Management Styles and Organizational Climate jointly explained 52.0% of the variance in Job Satisfaction. This reflects a moderate level of explanatory power and suggests that the model provides a meaningful explanation of hospital managers' job satisfaction. The R-square value for Organizational Climate was 0.347, with an adjusted R-square of 0.345, indicating that Conflict Management Styles explained 34.7% of the variance in Organizational Climate. Overall, these results show that the model had acceptable explanatory power, particularly for Job Satisfaction, and that Conflict Management Styles contributed meaningfully to explaining Organizational Climate within the Saudi hospital management context.

Table 7: Coefficient of Determination (R^2)

	R-square	R-square adjusted
JS	0.520	0.515
OC	0.347	0.345

CM = Conflict Management Style; JS = Job Satisfaction; OC = Organizational Climate.

Table 8 presents the direct hypothesis testing results for the structural relationships among Conflict Management Styles, Organizational Climate, and Job Satisfaction. The results show that Conflict Management Styles had a significant positive effect on Job Satisfaction $\beta = 0.155$, $M = 0.158$, $SD = 0.051$, $t = 3.062$, $p = 0.002$. Since the p-value was below the 0.05 significance level, this finding indicates that stronger conflict management practices were associated with higher job satisfaction among hospital managers. Therefore, H1 was supported. The results also show that Conflict Management Styles had a significant positive effect on Organizational Climate $\beta = 0.589$, $M = 0.592$, $SD = 0.056$, $t = 10.578$, $p = 0.000$. This indicates that effective conflict management practices contributed significantly to a more positive organizational climate. Therefore, H2 was supported. However, the effect of Organizational Climate on Job Satisfaction was not statistically significant $\beta = 0.093$, $M = 0.092$, $SD = 0.078$, $t = 1.203$, $p = 0.229$. Although the relationship was positive, the p-value exceeded the 0.05 threshold, meaning that Organizational Climate did not significantly predict Job Satisfaction in the structural model. Therefore, H3 was not supported. Overall, the direct hypothesis results indicate that Conflict Management Styles significantly influenced both Job Satisfaction and Organizational Climate, while Organizational Climate did not have a significant direct effect on Job Satisfaction among hospital managers in Saudi Arabia.

Table 8: Direct Hypotheses

Hypothesis	Beta	Sample mean (M)	SD	T statistics	P values
CM -> JS	0.155	0.158	0.051	3.062	0.002
CM -> OC	0.589	0.592	0.056	10.578	0.000
OC -> JS	0.093	0.092	0.078	1.203	0.229

CM = Conflict Management Style; JS = Job Satisfaction; OC = Organizational Climate.

Table 9 presents the indirect hypothesis testing result for the mediating role of Organizational Climate in the relationship between Conflict Management Styles and Job Satisfaction. The results show that the indirect effect of Conflict Management Styles on Job Satisfaction through Organizational Climate was positive but not statistically significant $\beta = 0.055$, $M = 0.055$, $SD = 0.047$, $t = 1.173$, $p = 0.241$. Since the p-value was greater than the 0.05 significance level, the mediation effect was not supported. This indicates that although Conflict Management Styles had a significant effect on Organizational Climate, Organizational Climate did not significantly transmit the effect of Conflict Management Styles to Job Satisfaction. Therefore, H4 was not supported. Overall, the mediation analysis suggests that Organizational Climate did not function as a significant mediating mechanism in the relationship between Conflict Management Styles and Job Satisfaction among hospital managers in Saudi Arabia.

Table 9: Indirect Hypothesis

Hypothesis	Beta	Sample mean (M)	SD	T statistics	P values
CM -> OC -> JS	0.055	0.055	0.047	1.173	0.241

CM = Conflict Management Style; JS = Job Satisfaction; OC = Organizational Climate.

3. Discussion

This research analyzed the mediating effect of Organizational Climate in the intersection of Conflict Management Styles and Job Satisfaction of Saudi Arabian Hospital Managers. Conflict Management Styles had a positive relationship with Job Satisfaction. Hospital Managers with greater conflict management skills report greater Job Satisfaction. This finding suggests Hospital Managers with greater skills to manage Conflict and work towards resolution of Conflict and manage tension and workplace disputes constructively report greater satisfaction with their employment. Hospital Managers face multiple Conflicts such as Managing Work Conflict, Communication Conflicts, Conflict between Work Units, Role Conflict, and Administrative Conflict. If Conflict is effectively managed by Hospital Managers, they may feel less Conflict and Pressure and more able to maintain workplace Relations. This finding and Conflict Management rests on an important Organizational Capability which is the Coordination of Conflict and the Effectiveness of Conflict Management within a Healthcare Organization (Vesper et al., 2021). Conflict Management Styles influence the level of Conflict within an Organization, the level of Trust, and the Job Satisfaction of Employees. Resolving Conflict Constructively and Effectively influences the level of Job Satisfaction of Employees (Umar & Umar, 2024).

The outcome demonstrated that Conflict Management Styles positively impacted the Organizational Climate. This means the way hospital managers deal with conflict shapes the organizational climate in a more positive way. When managers use constructive ways of dealing with conflict such as collaboration, compromise, and clear and rational fair ways of dealing with conflict, the managers create a positive workplace of trust, collaboration, and respect. On the other hand, conflict that is not dealt with and the overuse of avoidance and dominating conflict styles may erode communication and psychologic safety. This finding supports the idea of the duality of the individual and the conflict in the organization. Since conflict is relational, it is woven in the fabric of work (Cassiano et al., 2024). This is also supported by the effect of the climate of the conflict management on trust and employee engagement. These studies indicate the way conflict is managed has a bearing on the overall perceptions of the climate of the workplace (Alshaabani & Rudnák, 2023). The findings uphold that the styles of conflict management are personal managerial styles and have a bearing on the organizational climate of hospitals.

Results indicated no direct effects of Organizational Climate on Job Satisfaction. Although positive, the relationship was not strong enough to hypothesize. Many studies correlate organizational climate, job satisfaction, and employee well-being. There may be a solution gap as hospital managers' job satisfaction is probably more affected by job responsibilities, conflict-handling, decision-making autonomy, workload, rewards, and institutional pressure more than the general perception of work climate. Due to the nature of hospital management, job satisfaction is more presumably related to the ability and satisfaction of the hospital manager to resolve, organize, and manage the operational pressure and demands of the environment. Research on job satisfaction in hospital management has shown that a satisfaction gap is attributed to disorder (Alkhateeb et al., 2025). Therefore, with Conflict Management Styles in the same model, Organizational Climate may be significant in defining job satisfaction, but is probably not enough to explain the gap.

The mediation analysis indicated that Organizational Climate did not meaningfully mediate the association between Conflict Management Styles and Job Satisfaction. This indicates that while Conflict Management Styles significantly presented change in Organizational Climate, Organizational Climate has not significantly affected Job Satisfaction. This result implies that the effect of Conflict Management Styles on Job Satisfaction of hospital managers, in this case, is more direct than through Organizational Climate. For hospital managers, the direct effect of managing conflict, dealing with tensions, and sustaining workplace relationships on satisfaction stems from a reduction in workplace stress and an enhancement of the effectiveness of the role. The satisfaction managers feel from conflict management, however, may negate any indirect effect of satisfaction from the improved climate that conflict management may bring. The finding has implications for the literature in that it demonstrates that Organizational Climate does not need to be assumed to mediate the link between managerial styles and job satisfaction. Rather, in the case of healthcare management,

the mediation of Organizational Climate between the two constructs is determined by the level of the employee in the organization, the structural form of the organization, the specific demands of the work, and the specific context in the healthcare sector.

The findings can also be interpreted using the Job Demands-Resources approach. Support, teamwork, equity, and constructive job conditions are all elements that comprise the Job Resource, Organizational Climate. In the case of hospital managers, the ability to handle conflict may be a more relevant personal and managerial resource that positively impacts level of fulfillment. Managers may experience more of a sense of control and less interpersonal pressure and more confidence in the role, when the overall context does not positively impact their level of fulfillment. This aligns with the findings in healthcare that show an organizational climate can mitigate the effects of burnout and negative results from work, especially when the employee is dealing with role overload and high work pressure (Al'Ararah et al., 2024). This is also consistent with the findings from studies that show the healthcare work environment impacts well-being, satisfaction, and engagement to differing extents, and is dependent on the specific profession and the organizational context (Almeida et al., 2024).

4. Conclusion

This research investigated how Organizational Climate mediates Conflict Management Styles and Job Satisfaction of hospital managers in Saudi Arabia. The results revealed that Conflict Management Styles positively impact Job Satisfaction. Therefore, the effective management of conflict in this instance means that the satisfaction of hospital managers regarding their work is better. The results also showed that Conflict Management Styles positively impact Organizational Climate. Hence, positive placement of conflict management means that a more supportive, collaborative, and positive placement of work is found in hospitals. Nonetheless, Organizational Climate did not positively impact Job Satisfaction, and the mediation of Organizational Climate between Conflict Management Styles and Job Satisfaction was not evidenced. The results of this study suggest that the management of conflict is an important managerial skill in Saudi hospitals as it directly impacts Job Satisfaction and creates a healthier Organizational Climate. While the Organizational Climate is important to the work environment, in this study, it did not clarify the relationship between Conflict Management Styles and Job Satisfaction. Therefore, it is likely that the satisfaction of hospital managers is more positively influenced by the ability of managers to control and redirect negative conflict and disenfranchised relationships in the work environment. Hospital administrators should control and manage conflict, and provide a supportive work environment through training, positive placement, and managing professional disagreements. Future studies should examine other variables such as emotional intelligence, perceived organizational support, and other forms of support to clarify how Conflict Management Styles impact Job Satisfaction in healthcare.

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