Administrative Conflict and Functional Bullying …A sociological Vision in Conceptual Differentiation and Coping Means

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Abstract

This research paper aims at highlighting the features and characteristics that distinguish administrative conflict from occupational bullying in the work environment. This can be achieved through explaining conceptual convergences and divergences; defining the strategy of administrative conflict management. It also aims at identifying methods and procedures of confronting workplace bullying behaviors, in addition to identifying the perspective of the Quran in addressing this phenomenon. In view of the paucity of foreign and Arab studies, in particular, that treat both concepts together, we intend, in this study, to present a series of recommendations and suggestions that benefit presidents and subordinates in work institutions alike; in order to provide a safe and healthy working environment for workers.

Keyword: Administrative conflict; workplace bullying; work environment; strategy

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1. INTRODUCTION

In the 21st century, organizations found themselves facing two choices; whether to survive and hold competition, or to dissipate and disappear. Being cornerstone of the institutions and their beating heart; the human resource constitutes one of the most prominent concerns. Therefore; institutions provided a safe, healthy and sound work environment to open the gate for employees to creativity, uniqueness, innovation, and to raise their performance efficiency. However, many administrative diseases, that the institution suffers of, prevent this uniqueness and excellence. One can notice, administrative conflict as an issue, that which if institutions do not master its management, direction, and resolution, may become destructive; in addition to job bullying, being the institutions' disease of the era, for its effects would be critical for both the individual and the organization.

Though studies treating the two variables are scare, especially in Arabic; many foreign studies prove the close relationship between events of administrative conflict (task conflict, relationship conflict, conflict intensity and duration) and behaviors of functional bullying (Einarsen.Kari, 2021); who cleared up that functional bullying is pretty related to the augmentation of administrative conflict; which would transform into personal emotional conflicts in progress. Moreover, the little studies mentioned the existence of some convergences and many divergences in the concept and confrontation strategies.

In light of the foregoing, we will try in this article to clarify the conceptual distinction through (overlap and difference) between the two concepts, and to find out the crucial methods of administrative conflict management, as well as the most prominent ways to confront institutional bullying, based on latest

studies in the field. This will lead finally to answer an important research question for what the discussion lasts:

How distinct is administrative conflict from job bullying? What are the most prominent coping strategies?

To answer that question, the study has been subdivided to four areas:

* Conceptual framework of the study terms,

* Convergence and divergence perspective between administrative conflict and functional bullying,

* Administrative conflict management strategy and methods of intervention against functional bullying,

* Treat Bullying strategy from a Quranic Perspective (religious perspective)

2. Conceptual framework of study terminology

• Definition of administrative conflict

While administrative conflict is a common term in the field of organization, it suffers from an exhaustive definition due to its complexity and its different views. Meanwhile, administrative conflict involves a state of disagreement that requires a conflict of needs, interests, and values between the affected groups, or between the employees and the official authority.

Mohammed Al Mad'houn (2017) defines an administrative conflict as a problem in the organizational structure or a competitive state between two groups or organizations whose objectives are at stake; in which the conflict parties are aware of their opposition. Meanwhile, each party desires status, authority, or power against the other's will (Mohammed, 2017).

Muhammad Al-Sayyed Hamzawy (2008) defined it as a struggle over values for status, power, and scarce resources, where enemies aim to neutralize or eliminate their opponents (Hamzawy, 2008)

Thomas Klmann defined administrative conflict as a process that begins when one party views or realizes that the other hinders/frustrates, or about to frustrate its interests (Suliman, 2005)

"From the previous definitions, it can be said that administrative conflict is a behavioral phenomenon resulting from a disagreement in which interests, needs and values contradict, in which each party seeks to preserve gains by eliminating the other and harming it."

- Job Bullying Definition:

Some conceptual definitions on functional bullying can be:

- Functional bullying is defined in the Dictionary of Psychological Terms as: "An aggressive behavior of an individual or group of individuals towards a person continuously". It is also a "recurrent aggressive behavior intended to a deliberate psychological and physical harm to another person" (Zoghbi, 2014).

- Ross (1998) added other forms of indirect bullying, such as verbal, name-calling, silent treatment, arguing with others, manipulation and rumors, lies, giggling, laughter and mockery.

Previous definitions and conceptual connotations have been comprehensive for various forms of bullying in general without delineating bullying in the workplace.

- For that, functional bullying refers to destructive and repetitive abusive behaviors that inhibit work, including verbal abuse, threats, intimidation, humiliation, unjustified

criticism and lack of trust (Namie, 2007).

- Wenger knew

- Wenger 2012 defined functional bullying as the wrong approach of a supervisor who excludes the whole organization for an excluding factor that results in frustration, anger, unhappiness and unwillingness to work, which reflects negatively on the organization.

Based on the above-mentioned; one might say that functional bullying: "is a continuous aggressive behavior against a co-worker or managers against their subordinates through negative behaviors such as: harassment, bullying, domination, cruelty, and violence. This type of bullying can take several forms, including verbal, nonverbal, and physical abuse.

- Define strategy:

    Concepts of strategy vary according to the researchers diverse opinions, as its meaning depends on the definition depending on the researcher vision and study.

- Definition of Qur'an:

A comprehensive, objective and neutral definition for both Muslims and non-Muslims of the Qur'an would be: "It is a text that Muslims read and write in their holy-book."

A definition of the Qur'an, according to the Muslim mind: "The Holy Qur'an is the word of Allah, Almighty. Gabriel came down to our Prophet Mohamed, peace be upon him, which is written in the holy-book, starting with Surat of the Fatiha, and concluding with the Surat Al-Nas (People)" (Al-Jabri, 2007).

The Holy Qur'an is also defined as the words of Allah Almighty, sent down to his

Prophet Mohamed, that is miraculously pronounced, worshiped by reciting it, inaugurated by Surat Al-Fatihah and ending by Surat Al-Nas, written in the holy-book, and transmitted to us frequently (Al-Dailami, 2006).

3. administrative conflict and functional bullying convergences and divergences:

A- Administrative conflict and functional bullying convergences:

In a review of the literature on bullying (hoel.H.Rayner, 1999), he argued for the importance of treating the progress and escalation of conflict perspective to understand bullying, as well as conflict resolution procedures in the workplace. They believe basically in the existence of an implicit relationship between conflict and workplace bullying, where strong functional bullying was thought similar to destructive conflict that overpass the point of irrelevance. Zapf.d. and Cross (2001), described bullying has been as long-standing disagreements and conflicts in the work environment. Hence, the assumption of bullying as a type of conflict has persisted in modern literature as mentioned by Desrayaud.n.Dickson (2018), who considered bullying a destructive form, a functional disagreement, and degenerative form of conflict. The following constitute the common features of both administrative bullying and functional conflict:

1- Both conflict and bullying point out to a form of interaction between two parties or more that are somehow interconnected.

2- From the perspective of stress, both conflict and bullying need the results of similar social interactions - images and features of social pressures arising on employee-to-employee relationships within the institution (Jagtic, 2011).

3- There exist a negative criteria relative to the two above-mentioned items. In the case of bullying, the reference to hostile behavior and the intent to harm is clearly negative and strong; whereas in a conflict, the emphasis is on incompatibility and

opposition with possible negativity. But, it not central to the definition of conflict (Thomas.k, 1992), because there are general non-hostile strategies that can sometimes be activating, productive and positive (Packard, 2012). Both passive management conflict and career bullying point to the hypothesis of an unsafe work environment.

Several recent researches have indicated the need for further discovery, research and deepening of this conceptual construction of both conflict and bullying (Cuper, 2009)

b. Administrative conflict and functional bullying divergences:

Several studies revealed that bullying may differ from everyday workplace conflict, though most studies may conclude that there is no systematic testing, till now, of specific criteria for bullying and conflict; which constitutes the purpose of this article.

For a better understanding of conceptual distinction between administrative conflict and functional bullying; the following can be put forward:

1-   Repetition: Since workplace bullying victims confront a situation threatening important item to them (for example: functional safety or appreciation of their work, efforts, as well as social and personal identity); it is clear that there are links between the attitude of bullying and what can be described as a conflict among persons (Thomas, 1992), though it is mainly characterized by a clear emphasis on repetition. Therefore, the requirement of repetition has become a key feature of the concept of functional bullying (Lehmann, 1996), and workplace bullying research has become rooted in organizational stress studies (Einarsen, 2011)

In contrast, the condition of repetition does not necessarily occur in the administrative conflict which may involve only one or a series of episodes (Pondy.L.R., 1967).

-   Negative social behaviour: bullying victims are those subjected to a real negative

social behaviour (Einarsen. S, 2011). Therefore, bullying measurement tools usually consist of negative social behaviors that occur in the context of bullying, as Zaev (2010) points out that negative social behaviours include: irony, social isolation, exclusion and marginalization, and other work-relative behaviours such as: devaluation of work, job dissatisfaction, as well as lack of creativity and innovation.

In contrast, interpersonal conflict, for example, is considered to go through three stages:

- Latent Conflict - recognized Conflict - Perceived Conflict (Thomas 1992).

2- Power imbalance: Another key feature of career bullying and management conflict is the imbalance of power among workplace employees who are bullied (Skogostad, 2011).

Victims of bullying usually occupy a lower position as they face great difficulties defending themselves against negative social behaviours, though supervisors (bosses) are often bullies. Hence, power imbalance is not limited to the formal authority of supervisors towards their subordinates (Zapf.d. and Cross, 2001). Social consequences among team members may lead to their collective bullying against the victim or to carry out a non-official authority over the victim via their experience, knowledge and relationships with powerful others (Einarsen.S, 2011). If the involved parties are equally strong and capable of defending themselves; then, such behavior cannot be classified as bullying in the workplace.

Administrative conflict, on the contrary, is not a prerequisite for an imbalance in the level of power between conflicting parties, as it may be between two equally powerful parties .

3-   Duration: Because workplace bullying victims feel less able to control negative social behaviour, as well in conflict incidents; they are in fact less able to put end to such bullying behaviours, even though they do their best to end them due to power and energy exhausting. Therefore, bullying attitude refers to a continuous period of longer time (Leymann, 1996).

On the other hand, a conflict situation may involve a single episode without necessary continuity over time (Dewit, 2012). It may be the result of misunderstanding or a sort of ambiguity. Once that confusion is removed, visions are clarified, and views are corrected; confusion disappears and things back to normal.

4-   Determined intention: If the determined intention in bullying situation is a central and core feature, which is confirmed by many researchers that bullying involves real intention, due to its long-lasting; then the perpetrator is certainly aware of the negative effects of this negative social behavior on the victim as confirmed by Zaev's study. Yet, the victims believe that carrying this behavior on against them is due to the negative intentions towards them (Leyman, 1996).

The victims of bullying usually declare: "They wanted me out of the company on purpose" and, "An enemy influenced others against me". All of that explains what is meant by the intention of harming the victim.

C. Administrative conflict to functional bullying relationships:

Studies mentioned that, albeit few in the field of administrative conflict and functional bullying study, side by side, studies in this field are of great scientific value. The study of Ayok & Hartel.C.E (2003), one of the crucial studies that explained the relationship between events of devastating conflict being causes of functional bullying behaviours within work, reveals that conflict-related bullying and administrative conflict are the

result of high levels of conflict, and that there are two types of administrative conflict events in organizations: tasks conflict, and relationship conflict.

Relationship conflict or emotional conflict is associated with disagreements due to higher levels of frustration and personal trauma (Ross 1989). These destructive problems limit group cohesion and competence. In contrast, task conflict is the awareness that there exist disagreements about actual tasks performed in the group (Jahan 1997); where relationship conflict and task conflict affect on the group's outcomes. For example, Desrayaud. N. Dickson (2018) argues that relationship conflict reduces levels of mutual understanding and good faith, to the point where completion of group tasks is affected by group members becoming nervous, leading to adverse reactions, giving rise to behaviours of functional bullying as the level of conflict reaches the point of no return.

Task conflict in its early stages can be positive and stimulating because it allows members to exchange questions and challenge ideas, thus promoting positive thinking (Amason. A.C, 1996).

The intensity and density of conflict thus plays a role in orientating the conflict towards creativity or deviation into negative behaviours; because the beginning of conflict is short and de-escalating, if well managed before reaching the stage of destructive conflict that generates behaviours of functional bullying. Thomas (1992), therefore, stressed the need to look for strategies to eliminate conflict before happening or in its early stages.

Jehn. K. A. (1997) explained that prolonged and intense conflicts would lead to bullying; as these conflicts generate many emotional responses. The above-mentioned are expected to stimulate the opposite behaviours of task conflict, relationship conflict, the duration and intensity of conflict to the occurrence of bullying in the workplace,

which harms both the individual and the organization.

As well, administrative conflict between individuals and groups exacerbates aggression events and the associated emotional feelings, which indicates counterproductive behaviours in the workplace. Thus, effective leadership is needed to manage and resolve conflict seeking to improve the effectiveness and performance of individuals and professional relationships (Vliert.E, 1997).

Hence, it is clear-cut that several foreign studies mentioned that conflict events associated with task contradict; relationship conflict, intensity and duration of conflict are positively correlated with emotional reactions to bullying behaviours (Callan, 2015).

4. Conflict Management Strategies and Intervention Methods for Countering Functional Bullying:

A- Administrative Conflict Management Strategies:

Institutional conflict is a natural phenomenon, and effective management is the one that manages it as efficiently and effectively as possible before reaching destructive levels that reflect on performance and may bring about negative and counterproductive behaviours that affect both the individual and the organization.

Conflict management issue gained considerable attention from regulators such as Marsh, Simon, Thomas and Coleman... This resulted in more than one method of conflict resolution, so there is no ideal approach, as each approach has its positive and negative aspects, since what may fit with a status may not fit with another.

1-   Pacification Strategy:

That is, clearing the air and trying to calm the parties to the conflict through effective language to gain time and settle minor disputes, while leaving the essence of it to diminish the threat through time**.**

2-   Avoidance/Withdrawal Strategy:

That is by suppressing conflict, using methods of negligence and ignorance, and working to physically separate the conflicting parties to prevent direct interaction.

3-   Use of Power Strategy:

In the absence of common ground that can be used as a basis for dialog and agreement, as well as in the absence of cooperation of the parties to the conflict, the Administration resorts to the use of official authority to resolve the conflict, thereby conveying its wishes to the parties in the form of orders and instructions, i.e. the use of legal force in conflict resolution. This usually takes less time than other strategies but often having more negative effects leading to the recurrence of the conflict. (Tinuke. M. Fophund. A, 2013)

4-   The Coping Strategy:

In this case, the existence of the conflict is explicitly recognized, views are exchanged and ideas are raised face-to-face among the parties to the conflict. In this case, the scientific approach is used, and alternatives are evaluated and studied to find solutions and resolutions that satisfy the conflicting parties.

This strategy can be applied through a series of procedures (Salin.Denuse, 2008):

A-   Employees' Rotation "employees' swap" - change jobs to understand each other.

B-   Focus on the overarching and shared objectives of the survival and sustainability of the Organization.

T-   The method of convening meetings to solve problems by means of direct official confrontation.

5-   Mediation strategy:

Mediation is "acts by individuals, groups of individuals or bodies in order to bring conflicting parties closer together with the need to maintain neutrality and not to rush to judgment and to seek and agree on solutions." (Desrayaud. N. Dickson, 2018).

This means engaging a third party that is neutral and trustworthy and has strong influence and impact on the conflict parties. The mediator plays a role in bringing the various points of view and the conflicting parties closer, aiming at calling parties for discussion, dialog, and search for intermediary solutions.

6-   Negotiation Strategy:

Negotiation is the meeting of a group of conflicting parties individuals to sit together for dialog to reach satisfactory solutions to all by affirming or refuting their views (Jagatic, 2011).

7-   Arbitration strategy:

Arbitration is a method based on a set of measures and procedures to settle disputes, often carried out by an official authority mandated by the conflict parties; whose decisions are binding and non-appealable and are usually rational and impartial, to avoid special courts.

The use of this strategy is when all forms of conflict management are exhausted in the

resolution of existing administrative conflicts (Thomas.K.W. 1992).

It is worth mentioning that no matter how different the strategies of managing administrative conflict are, it requires skills, mentoring, ability to influence others, and ability to control the techniques of dialog and discussion; all of which help institutions and their administrations to avoid many problems and their negative effects, and thus maintain the stability, continuity and growth of institutions. These conflicts without solution mean adverse reactions that lead to the emergence of many diseases and negative behaviours; including those of functional bullying that affect on the performance and effectiveness of the individual and the organization.

B-   Methods of Career Bullying Intervention:

Research on the effectiveness of workplace bullying interventions has lagged behind descriptive studies on the subject. The literature on bullying research has recently been expanded to a point where results can be aggregated through empirical studies, for the sake of determineng whether bullying in the workplace can be limited in prevalence and consequences. If so, with which strategy and what type of intervention it can be done. We will review anti-bullying interventions through:

1-   Individual actions:

Depending on what counsellors provide in workplace bullying; employees should be careful to respond to bullying in the workplace. The most important suggestion for victims facing bullying is to maintain the details documenting the incident, avoid over-incomprehension, and maintain rigid support systems that do not belong to the workplace. Employees should address bullying concerns with management and human resources, and focus on how such incidents that impede productive effectiveness in the workplace happen; while being proactive in self-defense.

Tinuke.M, Faphunda. (2013) noted that victims of bullying in the workplace can be treated through a several ways, including:

- Professional coping without threatening the individual's physical safety.

- Care must be taken by the victims and deny bullying to hurt them.

- Victims should also ensure that bullying does not always occur at their workplace which can really be good.

- Victims should make sure bosses are aware of their work before bullies try often to spread rumours that victims are not doing their jobs; which is one of the bully tactics.

- In addition, victims of workplace bullying should make sure that they are not isolated from their peers.

- It's crucial for victims to consider regaining control of the situation, which is a key factor to deal with workplace bullying.

- Victims can minimize the dissemination of personal information in the workplace for other individuals; as this may lead to criticism and allegations.

- The organization's anti-bullying procedures need to be examined to better understand workplace reporting, so the working environment should be supportive and encouraging for employees to report workplace bullying.

2-   Organization-specific actions:

Denise, 2008 considers that regulatory factors play an important role in allowing bullying to spread and take place within the organization or not. In order to reduce

bullying behaviour at work; it is necessary to address factors that can help and attempt to disrupt bullying at work as a precautionary measure before increasing the cost and loss of time, effort and money by establishing a zero-tolerance mechanism for workplace bullying, raising public awareness and explaining bullying behaviour at work and others.

Practitioners and researchers recommended the introduction of clear and specific anti-bullying policies and procedures in the workplace. Although some minor differences about details exist, researchers seem to agree on some key issues that this regulatory policy should cover, including a clear commitment and definition of the types of negative behaviours that fall within the scope of bullying in the workplace, an indication of the consequences of breaching these regulatory standards, the need to note the importance of the responsibility of the various actors and stakeholders, identify and contact with persons concerned with bullying behaviour, clarify official and non-official complaint procedures, and their investigation, no matter who the perpetrator is: a boss or a subordinate.

The organization's management also has a role in creating a safe working environment for employees, which should be supportive of achievement and production, and focus on training as a mechanism to increase workers' skills in communication, building staff spirit, and conflict resolution. Management Transparency is also of great importance in the working environment to become a part of the organization's identity and a principle of professional life.

Bullying treating Strategy from a Qur'anic perspective (religious perspective)

Before tackling the issue of the manner and vision of Qur'an about treating this phenomenon and the reason for including this type of treatment; we must first mention prevention and research means rather than treatment, because Islam relies on the

preventive approach than the treatment. Research on the inputs as well their adjustment and correction can provide positive outputs in order to avoid wasting money and time after the occurrence and spread of the phenomenon; which establishes a predictive view of the sociology.

Back to the reason for including this perspective in the strategy of redressing functional bullying, while mentioning the role of all other actors, whether individuals or organizations, is mainly due to giving a dimension to the religious background, which represents the constitution and the reference of Arab and Islamic countries. Thanks to this background, we are sure that we are a milieu that owns the heritage that helps it address social problems and negative phenomena, in contrast to the Western societies, which, despite living in modernity and post-modernity, tried all approaches but still live the spiritual vacuum that caused them many problems. At this stage the highlighting of the role of religious sociology arises as one of the intersections, and occasional approaches in which it shares with the social sciences that can contribute to limiting the spread of bullying in its various forms.

The holistic approach to treatment consists of involving all the actors and partners in this field as a theme that contains a group of interacting and harmonious sub-themes. No part of this can be obscured or obstructed; therefore some issues must be highlighted:

- The role of the family in socialization.

- The role of educational institutions.

- The role of the State and its institutions in this area.

- The role of media in its various forms, audio, visual and written.

- The role of Islam in addressing this phenomenon.

- The Qur'an Treatment of Bullying:

The Qur'an is an integrated moral system that regulates the relationship of Muslims to themselves, their God, and the people around them, to build a coherent society with spirit and substance.

For example, Surat Al-Hujurāt (The Chambers) contained calls for faith aimed at instructing the believer in what he should do in his behaviour. Some of the calls it contained are:

Allāh Almighty said:

Oh ye who believe! Be not forward in the presence of Allāh and his messenger, but fear Allāh. Verily, Allāh is All-Hearing, All-Knowing. (Surat Al-Hujurāt, Ayāt 2)

Allāh Almighty said:

And if they had waited patiently until thou came out to them, it would be better for them. But Allāh is Most Forgiving, Merciful. (Surat Al-Hujurāt, Ayāt 6)

This call is related to the need to prove everything attributed to others; in terms of words and actions, as what is attributed to others is often a lie or a mistake, so that we avoid injustice and miscalculation, which lead to misfortunes. The reality today in the work institutions indicates the spread of these behaviours that threaten the work environment with instability (Al-Ghazali, 2005).

Another appeal called for high morality is:

Allāh Almighty said:

Oh ye who believe! Avoid most of suspicions; for suspicion in some cases is a sin. And spy not, nor back-bite one another. Would any of you like to eat the flesh of is brother who is dead? Certainly you would loathe it. And fear Allāh, surely, Allāh is Oft-Returning with compassion and is Merciful. (Surat Al-Hujurāt, Ayat 13)

There is another humanitarian appeal that shows that humanity is one unit that is linked to each other despite differences in race, colour and religion, Allāh Almighty said:

O mankind, We have created you from a male and a female, and We have made you into tribes and sub-tribes that you may recognize one another. Verily, the most honourable among you, in the sight of Allāh, is he who is the most righteous among you. Surely, Allāh is All-Knowing All-Aware. (Surat Al-Hujurāt, Ayat 14)

Surat Al-Hujurāt revealed the way to deal with acute and devastating conflicts through reform, when Allāh Almighty said:

And if two parties of believers fight against each other, make peace between them, then if after that one them transgresses against the other, fight the one that transgresses against the other until it returns to the recommends of Allāh. Then if it returns, make peace between them with equity and act justly. Verily Allāh Loves the just. (Ayat 10)

Allāh Almighty Forbids difference and division when Allāh Almighty said:

Be not divided and remember the favour of Allāh which He bestowed upon you when you were enemies and He united your hearts in love, so that by His grace you became as brothers, and you were on the brink of a pit of fire and He saved you from it. Thus

does Allāh explain to you His commandments that you may be guided. (Surat Al-E-Mrān, 104)

"Bullying is an aggressive behavior that harms others. It is rejected by the Islamic approach based on the Holy Qur'an, which calls for brotherhood, harmony, tolerance, non-discrimination among people based on race, sex, colour, tribe and belief; and forbids all forms of violence. This strengthens the social network from the smallest unit in society, the family to the largest, society" (Ahmed Mohammed, 2021) by promoting dialog, discussion, wisdom and arguing by good advice but not bullying, coercion and segregation, Allāh Almighty said:

Call unto the way of thy Lord with wisdom and goodly exhortation, and argue with them in a way that is best. Surely thy Lord Knows best who has strayed from His way; and He knows those who are rightly guided. (Surat Al-Naĥl, 126)

Islam preserves for the human soul its pride and dignity, which can be included in the following Qur'anic verse clarifying the Qur'an prohibition of all bullying forms, which is a verse encompasses all bullying forms in general.

Allāh Almighty said:

Oh ye who believe! Let not one people deride another people, who may be better than they, nor let women deride other women, who may be better than they. And defame not your own people, nor call one another by nicknames. Bad indeed is evil reputation after the profession of belief; and those who repent not are the wrongdoers. (Surat Al-Hujurāt, Ayat 12)

Islam also lays down general rules for dealing with the sanctity of aggression, on the basis of which any organization in society, regardless of its type or size, can reform, as Allāh Almighty says: "But do not transgress. Surely, Allāh loves not the transgressors."

(Surat Al-Baqarah, 191)

Islam favoured humans over each other in piety, and set a delicate God-given balance by saying, Verily, the most honourable among you, in the sight of Allāh, is he who is the most righteous among you. Surely, Allāh is All-Knowing All-Aware. (Surat Al-Hujurāt, Ayat 14). As the Prophet (Peace be Upon Him) said, "Allah does not look at your appearance or your possessions but He looks at your heart and your deeds" Muslim, Birr, p. 33, n 4651. A poor person should never be despised for poverty, neither a sick for his sickness, or a shabby for his condition. Rather, humans should be valued for their humanity.

Therefore, the reader examining these verses in the Holy Qur'an can define the provision of bullying in all its forms as forbidden and legitimately terminated. Ibn Kathir explained in his interpretation that there is an explicit prohibition from Allāh Almighty on contempt, ridicule, mockery of people, not nodding with satire, whether by sight, movement or speech, nor naming some who resent simply for hearing it. As well, a prohibition in the last verse of the gossip, and spreading rumours, lies, spying on others and passing their conversations to others.

Thus, it can be said that "the Qur'anic text is characterized by originality, precedence, and diving into the depth of this phenomenon, as well the accurate diagnosis and treatment of the problem, and even provided the best solution since it has the approach of prevention; where it combines the theoretical text with the practical approach. Thus, it constitutes a holistic approach in order for society to be as it was referred to as the edgy structure of ethics, science, behaviour, and work. This approach is based on the human soul knowledge and experience (Op. Cit, Ahmed Muhammad, 2021). It thus provides regulating and controlling legislation that warrants happiness for the individual and society alike in this life. Allāh Almighty said: "Does He Who has created

you not know it? He is the Knower of all subtleties, the All-Aware." (Surat Al-Mulk, 15)

4. CONCLUSION

Both administrative conflict and functional bullying can be a starting point for understanding these two phenomena, which have spread excessively in the work environment. Although administrative conflict is a natural phenomenon that exists in all institutions, no matter how different and varied the result of interaction among workers, this inevitable interaction makes workers agree in some aspects and differ in others. This difference, which develops and escalates to become an administrative conflict among employees, however, does not prevent the conflict from being positive, fruitful and producing ideas, creativity and innovation. This has been proven by modern scientific research, on the condition that it does not reach the stage of destructive conflict; which is a stage where the administrative conflict is out of control and has serious consequences for the individual and the organization alike. For that, it depends on the strategy of his administration and management.

Advanced scientific research proved that functional bullying to be a picture different of conflict as a negative behaviour that does not point to any positive aspect, which must be confronted. Efforts must be directed to limit its spread in the working environment; especially since it has become the disease of the times in various forms and sizes, which deteriorates the institution in light of a clear organizational silence about this phenomenon. Through the foregoing, the following recommendations and suggestions can be made:

- It recommends the establishment of a national center to confront bullying in all its forms and levels, in order to open the door for scientific research on this subject, taking advantage of the ideas of all partners, as has been done, in this field, by many

Scandinavian countries, Europe and the United States.

- Spreading a culture of positive citizenship for what media can play as a mediator an active role.

- On the institutional level, it is recommended to appoint a specialist in this field to follow up on existing cases and provide psychological and health care to the victims of functional bullying and devastating administrative conflict.

- To activate the role of formation and training in modern management techniques that prioritise human resources and fight exclusion policy, marginalization and elimination, in addition to all forms of arbitrary and authoritarian practices that remain the dominant feature in various institutions, especially in developing countries.

- To conduct sensitization and awareness campaigns on the phenomenon of administrative conflict and its consequences, functional bullying and its effects, in order to increase societal awareness of the acuteness of the two phenomena.

- Strengthening the religious sense, as it constitutes the best way to prevent such problems that threaten society; simply because Islam is a religion that is good for every time and place. It is a divine legislation that goes beyond all earth laws, and constitutes a school for education and ethics that contribute in raising good citizens.

- We have to admit that we urgently need a modern Islamic social theory upon which the branches of social science are built to raise generations, as foreign approaches cannot be imported and applied to the local environment; because they are careless about privacy and the local cultural dimension. Without this, we will be imitating, transferring, or interpreting knowledge alone, which is a form of dependency

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