DEVELOPING A SCALE MEASURING OF ORGANIZATIONAL DIPLOMACY

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ABSTRACT
In recent years, research on organizational diplomacy has increased, but there is still a need to develop and validate a tool to measure this variable. Therefore, this study aims to suggest a measurement to measure organizational diplomacy. Based on factor analyses by using SmartPLS v.3.3.2, researchers developed a questionnaire. The sample consisted of 200 employees working at Al-Furat Al-Awsat Technical University Kufa. The Exploratory analysis identified four dimensions of this variable with (24) items.
Keywords: Organization, Diplomcy, Measure, SmartPLS v.3.3.2, and Organizational Diplomacy.

INTRODUCTION

Public diplomacy is considered as an intellectual meeting point for various academic disciplines, including public relations, communications, international relations, strategic studies, and diplomatic studies since (Edmund Gullion), Dean of the Fletcher School of Law and Diplomacy at Tufts University. The term public diplomacy was established in 1965 by Golan in the field of public diplomacy that has attracted increased attention from international professionals and scholars alike. Public relations refer to the name of managing communications between the organization and the public, and public relations has been defined as "the management function that creates and maintains Mutually beneficial relationships between the organization and the public depend on the success or failure of which depends. "As such, public relations can be understood as a relationship management function in its global sense (Cutlip, Center, & Broom, 2000). Etang (2008) states that PR practitioners are "organizational diplomats", that reviewing public relations as institutional and organizational diplomacy involves more than just changing the name and decorating windows to make public relations seem more socially acceptable. As shown in the list of differences between the predominant PR theory and the new/public diplomacy theory. Corporate diplomacy requires companies participating in an ongoing dialogue with the public guided by specific principles and existing mechanisms to balance the power, extinguish conflict, facilitate the negotiation, and maintain relationships even in the face of discord. Moreover, these mechanisms will need credibility and capacity through specialized training and skills development in areas such as negotiation and conflict management
Organizational diplomacy is valuable in dealing with performance problems, managing diversity, improving teamwork, overcoming resistance to change, and gaining cooperation from others. The results of many studies and research have shown that it is useful to mediate conflicting interests and negotiate agreements when the attitudes and behaviors of others are obstacles to getting things done quickly and effectively, diplomats may differ but they can reach agreement faster when they are sensitive to each other's feelings and interests. However, diplomacy is often one-sided, and if the other side is not interested in the diplomat's fears, opinions, or feelings, this requires his patience and insight. That is, diplomatic directors must be people of strength and resilience to maintain kindness, tact, dissatisfaction with their anger, and inconsistency (Paez, 2015). Therefore, a large number of researches have begun to focus on the dimensions of organizational diplomacy proposed by (Macnamara, 2012). To various members of organizations. Diplomats negotiate, mediate, and persuade others respectfully and courteously manner, thus diplomatic leaders gain mutual benefit in a manner that is sensitive to the needs of others (Alammar, 2018).

LITERATURE REVIEW

Diplomacy is one of the modern terms, which entered political science during the period of the Cold War, which took place at the time of the birth of the European reformist movement and since that time Western powers have contributed effectively to the development of this term, which has entered the subject of the Cold War, into a more sophisticated and appropriate term for the new intellectual movement. He became known as soft politics or elastic power. The concept of diplomacy, and if some changes were made to it, it still means the same content that deviated from it at that time, and we do not say that his birth was in

this short period, except that his development and emergence became more hesitant. And politics, diplomacy is used in every corner of the world to maintain international order. Without them, many countries would not be able to conduct successful negotiations (Amer, 2011).

The term diplomacy has many different meanings. It is used as a synonym for negotiations and foreign policy. It can also refer to other meanings such as impression, tact, talent, skill in interpreting negotiations. Diplomacy comes under the title of tact and dexterity, especially when it is used as an adjective for a specific person, and another section uses this term to indicate the resolution of disputes, which may arise between countries and it is no secret that specialists in the modern era use this term to refer to the process of managing and organizing international relations through negotiations. (Al-Shami, 2007).

In the organizational field, organizational diplomacy is the smart solution to overcoming the differences between subordinates in all types of organizations. Because diplomats try to get what they want without inciting hostility, they use tact and compromise in dealing with sensitive personal relationships. Tact is an important part of diplomacy. It means being able to see the sensitivity of the situation, and thus diplomacy requires an understanding of human behavior in difficult situations. However, this does not mean that the diplomat is distinguished by cunning and cunning, nor does it mean that he is Machiavellian, manipulative, or dualistic. Diplomats negotiate, mediate, and persuade others respectfully and courteously manner. Therefore, managers must acquire diplomatic skills to achieve mutual benefits in a manner that is sensitive to the needs of others (Manuel, 1999).

Among the solutions and mechanisms that can help change and assess differences is organizational diplomacy as a solution to the state of heterogeneity and the growing conflict in the workplace, or as a solution to disputes between a variety of groups and societal components on the other hand. One of the basic principles of diplomacy is the acceptance of proposals, and the opinions of its subordinates, which are used as a tool to improve the business climate and policies of any organization. Organizational diplomacy also consists of the complementarity of the working mechanisms of subordinate jobs such as the employment and public policies of the organization (Jacqueline, 1999).

ORGANIZATIONAL DIPLOMACY DIMENSIONS

Organizational diplomacy is valuable in dealing with performance problems, managing diversity, improving teamwork, overcoming resistance to change, and gaining cooperation from others. The results of many studies and research have shown that it is useful to mediate conflicting interests and negotiate agreements when the attitudes and behaviors of others are obstacles to getting things done quickly and effectively, diplomats may differ but they can reach agreement faster when they are sensitive to each other's feelings and interests. (Paez, 2015). Subsequently, through the dimensions of political diplomacy, public diplomacy, and corporate diplomacy, reliance has been placed on the dimensions of organizational diplomacy that it has identified (Macnamara, 2012), which are as follows:

1. **Listening**

Listening is an essential component of the communication process, and it is more important than talking about administrative success, business performance, and effective communication, it represents (40%) of the communication process. Leaders always strive to contact and seek effective subordinates, which in turn may lead to those leaders being viewed as having an insight into complex problems and solutions and being better able to provide valuable comments (Macnamara, 2017). Leaders can improve their listening skills by applying the first two steps of developing their competence to identify and address obstacles, which prevent optimal listening and the second in adopting behavioral patterns, which help to listen and benefit from it (Macnamara, 2015).

The listening environment is an organizational dimension that affects the behavior of subordinates and is created by the specific communications practices of the members of the organization themselves. Powerful listening environments facilitate information exchange and enable leaders to respond more appropriately to individual subordinate concerns while changing specific organizational variables. One of the key assumptions of listening is that it enables leaders to intervene to create strong listening environments, both within organizations and working groups. Leaders must take responsibility for ensuring that subordinates feel the freedom to exchange information in a timely and accurate manner, they must promote and reward subordinate behaviors that promote healthy relationships within and outside the organization, (Brownell, 2010).

2. **Negotiation**

The word negotiation in the Arabic language includes both sides of giving and take, and in practical English, which is based on a meeting of two or more parties to conduct discussions with a view to reach

agreement on an issue (Abu Sheikha, 2012). The concept of negotiation can be expanded or narrowed according to the angle that it is viewed, it may be seen as a diplomatic effort, and in this way, the negotiation process will be the preserve of diplomats and representatives of countries, to find a solution to a problem or find agreement between two warring parties, and the concept of negotiation may be related In a process of dialogue or discussion between two or more parties, there is a conflict in their views regarding an issue or a conflict of interests to reach an agreement that will end the tension between them and achieve the public interest between the parties contesting a case. (Nettel, 2014).

3. Persuasion

Persuasion is an important component of social interactions, from business organizations to government and not-for-profit organizations. Fruitful persuasion occurs when the goal of change is renewed (such as beliefs and perspectives. Therefore, being able to influence people and direct organizational communication processes to achieve desired productivity is one of the important management skills of people in supervisory, managerial, or leadership positions. (Jena & Pradhan, 2018).

Persuasion is one of the concepts that have come to take a major role in analyzes and writings at present. Persuasion plays a major and vital role in the life of any individual. The main and important role in communication (Catlin, 2014). Quoquab et al., (2013) Added the leader's task is not only leadership, but employees must be persuaded of the feasibility of appropriate adjustments that are the core of change management at work.

4. Conflict Reduction

Conflict cannot exist without a source that is a pivotal part of the conflict There are several common sources of conflict: values, procedures, relationship, structure, data, interests, and communication. These common sources can be part of violent or non-violent conflict. However, some sources of conflict can increase the likelihood of violence. These sources can be economic, political, and social. Conflict Reduction is a strategy that helps to develop more stable and secure international environments for international actors. Preventive diplomacy can be a very important tool in conflict prevention and successful resolution and can be applied in different stages of conflict (Podusova, 2017). Wallensteen (2002) defined conflict reduction as "a situation in which the parties to a conflict enter into an agreement that resolves central incompatibility, accept the continued existence of each other as parties and stop all acts of violence against each other."

METHODOLOGY

The measure of organizational diplomacy in the workplace was developed based on several previous studies. The items were developed to measure after listening based on Kourmousiet al. (2017). Moreover, the negotiation metrics scale was developed based on Mamatoğlu & Keskin (2019). Likewise, the persuasion scale was developed based on Jena & Pradhan (2018) with the conflict reduction scale was developed based on Karadakal et al. (2015). The questionnaire that was previously developed was answered by (200) employees at Al-Furat Al-Awsat Technical University / Kufa.

STATISTICAL ANALYSIS

1. Normal Distribution:

The researchers calculated the skewness and kurtosis of the responses in each item Table 1 Inspection of these values shows that, in overall, the values were not high in absolute value.

Table 1. Results of Normal Distribution

Dimensions	Item	Item Code	Skewness	Kurtosis
Listening	Listen to their co-workers quietly while they speak	L1	0.347	-0.828
	Put themselves in the shoes of their colleagues at work when listening to them	L2	0.376	-0.467
	Mindfulness when listening to co-workers	L3	0.407	0.531
	Conversation with their co-workers about the most important issues discussed at work	L4	0.663	0.785
	Listening carefully to their colleagues at work	L5	0.496	0.928

	Give their coworkers a chance when they are hesitant to say something	L6	0.452	1.018
	Pay attention to the unspoken feelings of their co-workers when listening to them	L7	0.542	0.643
	Control their feelings while listening to their co-workers	L8	0.482	0.761
	Feeling happy when they give some advice to co-workers	L9	0.408	-0.046
Negotiation	Listening to the other side without being interrupted during the negotiation	N1	0.478	-0.085
	Not to be biased towards various business issues during negotiation	N2	0.486	0.349
	Taking the opinions of the other side seriously during the negotiation	N3	0.376	-0.028
	Admitting their mistakes when negotiating with the other party	N4	0.358	0.875
	Avoid prejudice during the negotiation	N5	0.305	0.022
	Accept criticism and deal rationally during negotiation	N6	0.441	0.181
	Try to understand the emotions and expectations of the other party while negotiating	N7	0.453	0.824
	Analyzing different sources of conflict during negotiation	N8	0.358	0.538
	Moving away from vanity during the negotiation	N9	0.386	-0.218
Persuasion	Create a comfortable and appropriate atmosphere while discussing business issues	P1	0.303	-0.621
	Handle both while communicating with coworkers	P2	0.400	-0.009
	To exchange among themselves the sublime human feelings	P3	0.213	-0.754
	Adjusting communication to match the uneasy moods of their co-workers	P4	0.467	0.075
	Provide support and feedback to co-workers when discussing work-related issues	P5	0.558	0.146
	Active listening before participating in making any judgment while discussing business issues	P6	0.475	-0.064
Conflict Reduction	Cooperation and assistance if someone thinks they can solve the problem faced by their co-workers	CR1	0.411	-0.343
	Promote harmony and friendly relations among them	CR2	0.312	-0.632
	Consulting their co-workers to understand their needs and then get better results at work	CR3	0.357	-0.432
	Willingness to present their opinions on work issues and listen to the opinions of their co-workers	CR4	0.307	-0.500

	Share their views on the conflict and discuss its nature with co-workers	CR5	0.317	-0.172
	Speed up finding a quick solution to the causes of conflict to ensure the continuation of healthy relationships between co-workers	CR6	0.312	-0.475
	Give up on some of their demands to achieve co-workers' goals	CR7	0.284	0.142

2. Convergent Validity of The Organizational Diplomacy Scale:

Figure 1 shows the measurement model for the organizational diplomacy variable, which was built by using SmartPLS v.3.3.2.
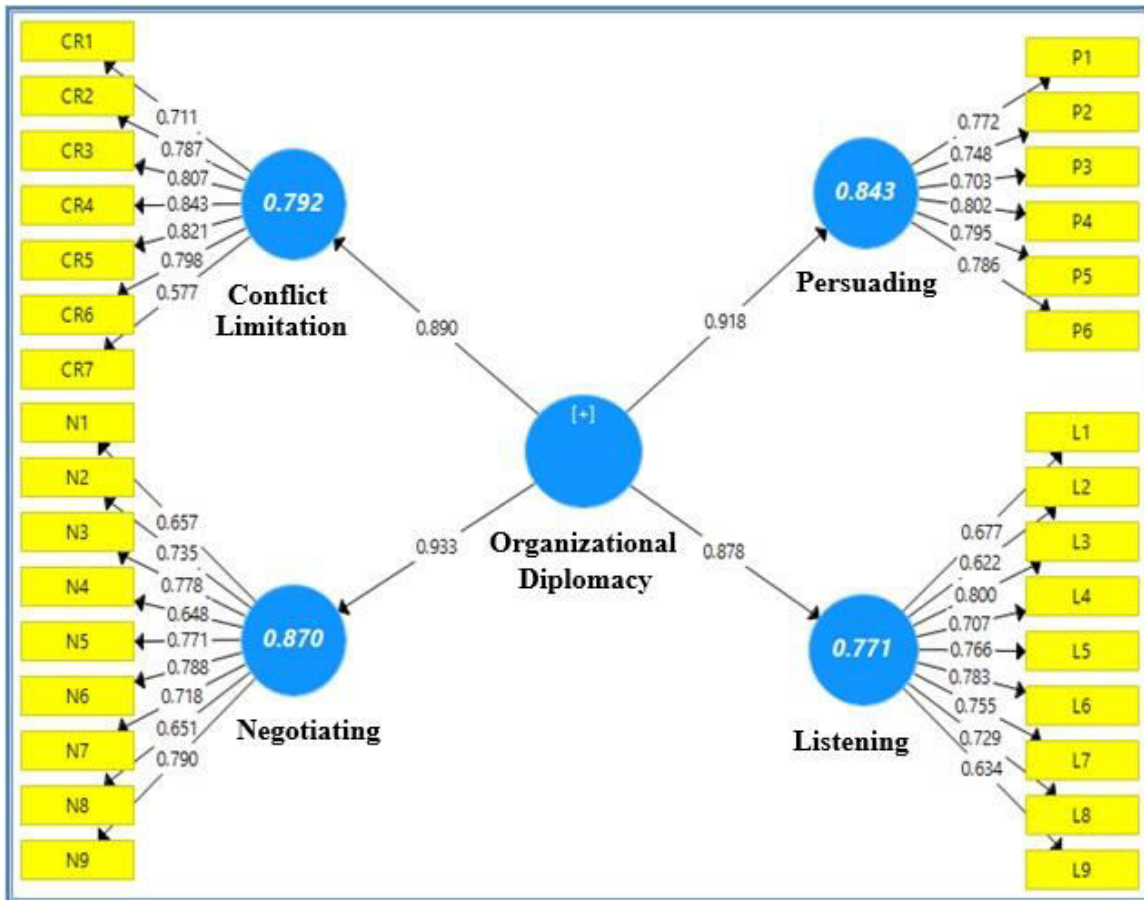

Figure 1. A Model for Organizational Diplomacy Measuring

The structure model for measuring (organizational diplomacy) consisting of (31) items, which appears in Figure 1. This Figure shows there are seven items, which are: (L1, L2, L9, N1, N4, N8, CR7) their factor loading is below 0.70. Therefore, it will be deleted. After that, Figure 2 shows the model of measuring the variable (organizational diplomacy) after modification.
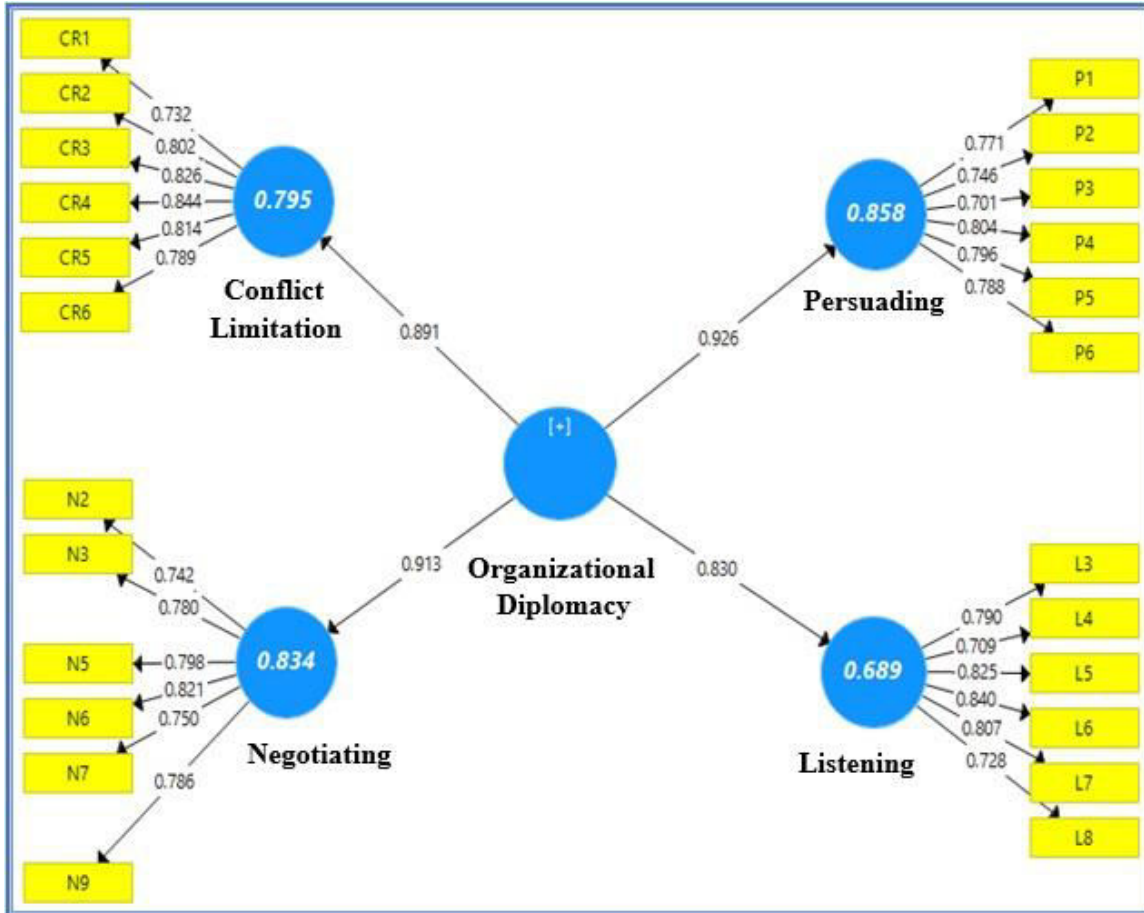
Figure 2. A Model for Measuring for Organizational Diplomacy After Modification

After reconstructing the model for measuring the reactive variable (organizational diplomacy), which appears in Figure 2, in which the paragraphs for measuring this variable were reduced from (31) paragraphs to (24) paragraphs, it can be relied upon to provide a detail of the values of each of the confirmatory factor analysis The average variance extracted AVE and the composite reliability CR of the items and dimensions of this variable, as shown in Table 2.

Table 2. Results of Convergent Validity for The Organizational Diplomacy Scale

Item	Construct				AVE	CR
	Conflict Reduction	Listening	Negotiation	Persuasion		
CR1	0.732					
CR2	0.802					
CR3	0.826				0.643	0.915
CR4	0.844					
CR5	0.814					
CR6	0.789					
L3		0.790				
L4		0.709			0.616	0.905
L5		0.825				
L6		0.840				

L7	0.807				
L8	0.728				
N2			0.742		
N3			0.780		
N5			0.798	0.708	0.903
N6			0.821		
N7			0.750		
N9			0.786		
P1				0.771	
P2				0.746	
P3				0.701	0.590	0.896
P4				0.804	
P5				0.796	
P6				0.788	

The results of Table (18) indicate that the scale items of the (organizational diplomacy) have decreased to (24) items, all of which have convergent validity. As the factor loading for each item of the scale had values greater than 0.70, and the AVE for each dimension of the variable achieved values greater than 0.50, as well as the CR for each dimension of the variable whose values were greater than 0.70.

CONCLUSION

Organizational diplomacy variable, which proposed at organization level is measuring by four dimensions. It displays the (listening, negotiating, persuading, conflict limitation) as the main dimensions, with 24 items. The researchers are used factor analysis to find the sincerity organizational diplomacy and the interpretation of each identified factor.

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