THE FACTORS INFLUENCING MANAGEMENT CONFLICT IN ORGANIZATION

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The Factors Influencing Management Conflict in Organization

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ABSTRAK

Penyelidikan ini mengkaji faktor-faktor yang mempengaruhi pengurusan konflik dalam sesebuah organisasi. Penyelidikan ini adalah bertujuan untuk mengkaji empat factor penting seperti berikut, masalah komunikasi, kuasa yang berbeza, keperibadian individu dan organisasi struktur di dalam organisasi sektor swasta dan kerajaan di Kota Bharu akan mempengaruhi pengurusan conflict. Selain menyediakan analisis, penyelidikan ini juga akan memperbaiki pekerja untuk menjaga prestasi yang lebih baik untuk mencapai matlamat organisasi. Tujuan kajian ini untuk mewujudkan hubungan kait antara empat faktor berikut dan konflik pengurusan. Penyelidikan ini akan menyumbang dalam meminimumkan jurang ini dalam pengurusan pekerja dan dengan itu mewujudkan asas untuk memahami beberapa aspek amalan sumber manusia secara amnya yang mempengaruhi konflik pengurusan terutamanya dalam analisis sektor swasta dan kerajaan di sekitar Kota Bharu. Hasil kajian menunjukkan bahawa empat dimensi faktor yang dinyatakan di atas mempunyai kesan positif yang signifikan terhadap pengurusan konflik dalam organisasi. Dengan mempunyai arahan dan tugasan yang tepat dari pengurus dan pengarah, ini akan membantu meningkatkan prestasi pekerja.

Kata kunci: masalah komunikasi, kuasa yang berbeza, personaliti individu, organisasi struktur, konflik pengurusan

The Factors Influencing Management Conflict in Organization

ABSTRACT

This research explores the factors influencing conflict management in organization. In doing so, the research aims to address the lack of research into factors of communication problem, power different, individual personality and structure organization in private and government sector area Kota Bharu, in addition to providing an analysis of the way to improve the employee to work for better performance to achieve organization's goals. The purpose of this study to establish the relationship between the factors and management conflict. This research will contribute in minimizing this gap in the literature and thereby establish the basis to understanding of some aspects of human resource practices in general that influence the management conflict in particular in Kota Bharu private and government sector analysis. The finding revealed that the four dimensions of factors stated above that have a significant positive effect on conflict management in organization. By having a proper command and instructions from the managers and supervisors, this will help in enhance and boost up the employee performance.

Key words: communication problem, power different, individual personality, structure organization, management conflict

CHAPTER 1

RESEARCH OVERVIEW

1.1 Introduction

Conflict is an unavoidable piece of human connections. Where responsibility to mission and extend periods of time with minimal resources intersect, nonprofit work environments can be overflowing with conflict exchanges. Conflict can emerge from overseeing varying points of view and apparently inconsistent concerns. In the event that we can acknowledge it as a characteristic piece of our passionate scene, it can be less demanding to work with than if we expect strife to vanish and never reemerge.

As an administrator, it is critical to have the capacity to recognize and to comprehend the shifting levels of contentions and how these levels are showed in various ways. An early indication of contention is that "annoying feeling" or pressure you feel, demonstrating that something is preparing under the surface. Focus on non-verbal practices, for example, crossed-arms, eyes brought down or

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somebody sitting back or far from you or the gathering. These signs can furnish you with imperative data about your present circumstance and can help you in surveying your next strides. In the event that these signs are not managed in an auspicious way, this feeling of worry can move to another level of contention and can be showed all the more straightforwardly with resistance and conviction.

1.2   Background of Study

This study focus on social identity, factors influencing conflict management and effect conflict management in an organization. This review constructed and tried a hypothetical model in which independent and dependent variable goal that factors conflict management focus on several item are communication problem, power difference, individual personality and organization structure.

A interview test of 250 workers from different business associations and assorted ventures in mainland Kota Bharu, Kelantan, Malaysia portrayed and evaluated a basic occurrence when they had a conflict with their coworker from a few considers a similar association. Outcomes of the basic conditions displaying and different investigations support the theories and the model that dependent and independent goals show that needy and free objective, uncommonly, helpful,

focused, and independent goals are the root to employees between communication problem, power different, individual personality and organization structure thusly impacts conflict results, particularly, undertaking achievement, worker aim to stop, and their expectations for future collaboration.

Result about further demonstrate that worker distinguishing proof with the association administration conflict are can to such an extent that representatives who recognize firmly with the association will probably take part in liberal exchange of contention elements than workers who distinguish pitifully with the association. These outcomes underline the positive part of worker in organization recognition in conflict management. Findings recommend essential reasonable ramifications that representatives from various offices can enhance their joint effort, reinforcing their normal hierarchical recognizable proof, setting agreeable amongst business and worker and dealing with conflict through useful discussion. The review adds to the conflict management writing too as the social character hypothesis in hierarchical conduct writing.

1.3   Problem Statement

The issue articulation for this investigation is many components that characteristics are halfway connection to the conflict management in association these days. In this examination, I concentrate on the components in light of the fact that the conflict management emerged in an association. Toward the start, there are as yet numerous conceivable outcomes for line chiefs to impact the contention procedure. Regardless of the possibility that there are common aggravations in an unfriendly environment, clashing gatherings can pick, for instance, to receive a critical thinking approach or to utilize combative strategies, allude to Glasl (1980). At the point when the force of the contention emerge the potential conduct inconsistencies is decays. This is so since strife heightening expands negative sentiments towards the other party, which limits the vision to "winning or losing": you battle or yield. In their particular observation, there are no different evident alternatives, allude to Rubin et al., (1994).

Conflict is discovered wherever since it is a piece of character and a constituent of occupation life according to (Shetach, 2012). The form of relational conflict of "organizational dysfunction" if not settled adequately in the work environment, according to Darling & Walker (2001). Organizational manager spent

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about 60% of their time managing employee conflict, refer to Cloke & Goldsmith (2011) and Kohlrieser (2007). The Human Resource (HR) professional person's role includes many occasion having to do with to pickings care of and qualification decision about employees by which to "optimize their value", according to Del Campo(2011). This is because employee are resources in a occupation who contribute to its long suit, this evidence refer to Huczynski (2010), DelCampo (2011) and Gamlem (2012). The set of working responsibilities for HR experts incorporates many errands that expect them to actually deal with each part of the business cycle from contracting to terminating representatives. The HR expert's activity is to keep up the wellbeing of the association through upholding arrangements, executing methods, contracting, adjusting, rousing, preparing, and restraining, refer to research Buchanan & Huczynski (2010), DelCampo (2011) and Mitchell & Gamlem (2012).

1.4   Research Objective

The objectives of this study were:

i.   To identify the level of conflict management in organizations.

ii.   To identify the level of conflict management in terms of personality style,

communication, different structure and different power.

The main role of this quantitative investigation was to inspect whether
noteworthy affiliations exist between identity and style, correspondence, diverse
structure and power distinctive that there are have factors impacting administration
strife in an association. This was tended to by leading measurable investigations.
One objective of this investigation was to develop the constrained measure of
writing that has analyzed affiliations between communication problem, power
difference, individual personality and organization structure.

Refer to Ahmed, Nawaz, Shaukat, &Usman (2010). The HR field and the
contention examination and determination field will profit in understanding the
connection between predominant identity sort and the measurements of the peace
promotion modes.

This examination can influence HR getting ready and preparing by moving
those in the HR field to make compromise and trade off topics a standard for HR
specialists to learn. The discoveries add to the HR field by bringing the theme of
contention investigation and determination into HR trainings and instructive
projects. This data can control the improvement of instructive projects and

educational module that upgrade HRM understudies' conflict management abilities and capacities that are best for HR experts according to Brockman, Nunez, & Basu (2010) and Wood & Bell (2008). Another objective of this examination was to bring issues to light of contention styles and conduct of HR experts. This examination gave self-knowledge and can manufacture the certainty of the HR 4 proficient by giving data in regards to the correspondence issue, power difference, individual personality and organization structure combined with the conflict behaviors. Understanding identity practices alongside strife modes can enable a man to see struggle designs, and also reasons for struggle, and enable a person to pick which way to deal with utilize, allude to Jones and Brinkert (2008). This information can enable HR experts to figure out how to be viable conflict managers.

1.5   Research Questions

To see whether these differences in strife designs reflect control differentials, singular identity, association structure and correspondence issue in struggle circumstances, I examined whether inclinations for examination factors affecting issue in conflict management procedures relations. This brings me to define the accompanying exploration question:

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i.   The degree of conflict management in organizations.

ii.   The degree of conflict management in the organization in terms of style personality, communication, different structures and different power.

Table 1.1: Variables for the Research Question

Independent Variable	- Communication Problem - Power Different - Individual Personality - Structure Organization
Dependent Variable	Factors Influencing Management Conflict in Organization

The four of independent variable are communication problem, power different, individual personality and structure organization and will analysis with dependent variable that factors influencing management conflict in organization. The findings analyzed if the dependent variable has an association with the conflict management of independent variable. Huge affiliations were inspected through measurable investigations keeping in mind the end goal to utilize all autonomous

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variable as an instrument in foreseeing conflict situation in work environment strife circumstances for HR experts.

1.6   Theoretical Framework / Model

Galtung was one of the founders of the field, and the breadth of his understanding of the structural and cultural roots of violence is a corrective to those who caricature conflict resolution as purely relational, symmetrical or psychological.

To justify belief in my conclusion I will draw upon numerous theories throughout this paper.

Individual – needs and identities

I strive to make my argument as compact as possible. In that sense it is difficult to point out a more important theory. However, at the most basic yet profound level this argumentation is Johan Galtung's (2000) model of Needs, Goals and Positions. It originates from Maslow (1954), Miller (2006) and other classical

motivational theorists. The model delineates how people plan objectives with a specific end goal to satisfy needs; and positions to help achieve objectives. Galtung describe needs as:

- Survival, rather than death, independently and all things considered.

- Well-being, meaning nourishment, protect, garments, health

- Identity, a comment for – not just live from.

- Freedom, having options for the three above.

According to Galtung the model serve two purposes:

1. To comprehend when a contention turns out to be hard – a contention on rare assets to satisfy fundamental needs.
2. To guarantee conservation of contention parties diverse needs in a determination or change process.

Furthermore, the model can be helpful in the process of understanding a conflict. The model emphasizes the difference between needs, goals and positions. The connection between the three is not generally straightforward as they are impacted the people objective and also nonsensical convictions of how to achieve

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the objectives and how to satisfy the requirements (Fisher, et al, 2000; Rosenberg, 2003). This is my reason for using this theory.

It serves as justification for usage of later theories and methods to communicate needs rather than positions.

Conflict

Another theory by Galtung is my definition of conflict. In his Transcend Method he proposes his ABC model: Attitudes + Behavior + Core Contradiction = Conflict (Galtung, 2000:13). Conflict becomes more than only perceived (inability to both exist or work together) in goals which need a way to solve the problem. This definition allows me to put focus on the need for communication - seeing conflict and its change as a process.

Constructive vs. destructive processes of conflict

According to Galtung (2000), Deutsch (1973& 1990) and Deutsch et al (2006), something wants to change and has a potential changes to the better are

proof to the conflict. In the determination or change point of view a conflict can take after a useful or destructive example. As said in the introduction a conflict is not necessarily negative unless it turns consumptive. Morton Deutsch suggests the conditions that give rise to a helpful and cooperative pattern rather than destructive and competitive with the explanation of why something works or happens the way it does (Deutsch, 1990:245). With it Deutsch basically state, that those conditions are the same condition as those deciding/figuring out the pattern of a social relationship and those are the degree of perceived similarity in beliefs and attitudes. Most importantly, these patterns induce themselves.

In connection to this Galtung (2000) words the attitudes, beliefs and core contradictions (from his ABC model of conflict) for both the destructive and constructive pattern, attitudes of hatred, suspicion and lack of emotion, behavior of physical and verbal violence, and a blocked disagreement between two things is connected to the destructive pattern of conflict, whereas attitudes of deeply caring, understanding feelings; a peaceful behavior; and showing the ability to create interesting new thoughts on the disagreement between two things is connected to the helpful pattern.

Destructive vs. helpful is the core of conflict agreement that ends an argument. This way the condition conditions giving rise for one instead of the other is of extreme interest. In this paper Deutsch's explanation (of why something works

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or happens the way it does) serve the purpose of focusing on the need for action to change these attitudes and behavior as described by Galtung as they will not only change by themselves over a long enough time line.

As an expository move this hypothesis is followed up by Galtung's Transcend Method, which will state strategies when the useful examples are absent.

Conflict Development

According to Jean Paul Lederach (2003), he uses this model (Figure 2) to explain the importance of not only dealing with the episode, which is the focal issue. Instead, he argues conflict must be seen as more than only the issue in order to change the relationships and during this process the issue itself.. His view on conflict supplements the above theories and I use his model illustrate further that conflicts are not merely static phases with focal issue.

Conflict Styles and the Transcendence Method

The concept of conflict styles refers to a person's (communicative) orientation towards a conflict. The original notion of conflict styles originates from Blake and Mouton's Managerial Grid (originally designed to describe management style). Since, numerous theorists have further evolved new models such as Thomas-Kilmann's (1974) Conflict Mode Survey (Putnam, 1988). Their model is generally one of the most referred to and describes five conflict styles in x- (cooperativeness) y- (assertiveness)-axis which is Competing, Avoiding, Accommodating, Collaborating and Compromising. Galtung (2000) has developed his model which is similar to them. The styles are close to the Thomas-Kilmann model, but the difference is that Galtung's model is to show conflict result and not the style an individual subscribe to in a conflict situation.Galtung dictates that transcendence is the preferred conflict outcome. It is equal to what "Collaborating" describes in the Thomas-Kilmann model. According to Galtung each of the five conflict outcomes has a specific process or methodology. The one of transcendence is dialogue.

I use Galtung's Transcendence as a tool for directing conflict. It provides a tool box of what is necessary for turning the conflict from a destructive pattern into a constructive pattern.

Dialogue

In Galtung's (2000) prescription on how to transform a conflict dialogue is the key process that leads to transcendence. He sees dialogue as a mutual brainstorm to unfold the conflict and define new goals of the conflict parties. This relates back the individual needs of the conflicting parties.

NVC

Non-violent Communication is another tool for avoiding destructive patterns. With Non-violent communication (NVC) Marshall Rosenberg (2003) formulates specifically how to communicate from needs rather than misguided goals and positions. Rosenberg (2003) explains NVC as "communication with the heart". It sounds very idealistic, however what is actually meant is that he supports profoundly minding, understanding emotions in both articulation and tuning in and in the meantime he attracts thoughtfulness regarding the significance of monitoring ones needs and it that way abstain from judging, distortion and vengeance. Doing as such, effectively, is essential in struggle circumstances thus I pick propose NVC as an instrument.

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Fishers Onion Model

This originally a model designed for conflict analysis. Its purpose is to uncover needs goals and position as well as goal legitimacy among the persons involved with the conflict. Most of these theories ties, to large extent, to what Miller (2006) terms the feministic approach, which is the perspective on conflict this papers adopts. A feministic approach is to view conflict as Co-Construction. Traditionally, models and views on conflict are rooted in Exchange, that is an emphasis on goals, transaction, offers etc., whereas, a Co-Constructive view emphasizes relationships, collaboration, dialogue and mutual understanding (Miller, 2006:211). According to her, initially, the feminist perspective might be interpreted as naive. However, she does emphasize that authors have convincingly argued for the better of the feministic approach. And this should be kept in mind, when reading this paper.

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1.7   Research Framework
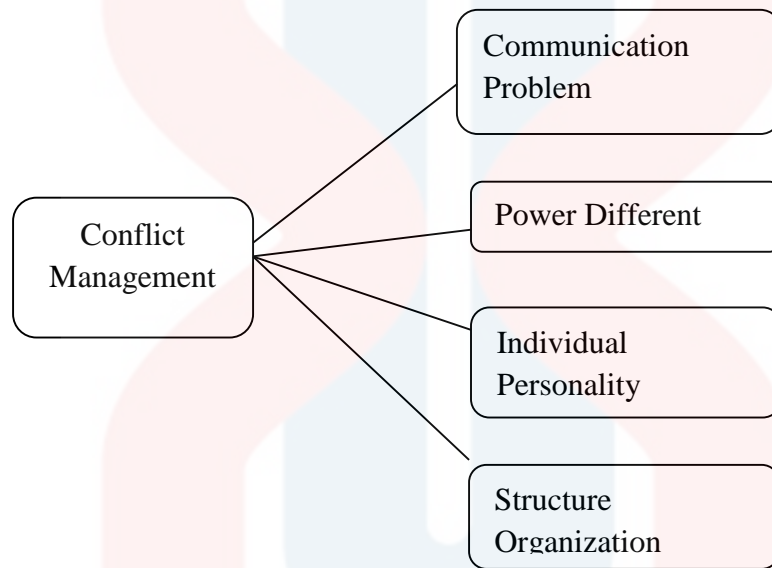
Figure 1.1: Research Framework

1.8   Importance of Study

The fact is that human beings cannot escape from conflict or power conflict. The conflict is widespread in all organizations (Thomas, 1976). Researcher's organizations see conflict as an inevitable feature of organizational life (Baron,

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1984; Pondy, 1967; Rahim, 2001). The study conflict management in associations is a subject that is more vital at the moment (Duane, 1989; Kozan, 1989; Lee, 1990, 1996; Mills &Chusmir, 1998; Rahim, 1983, 1986, 2001; Rahim & Blum, 1994; Rahin, Garret & Buntzman, 1992; Rahim and Magner, 1995; Vande Vliert & Kabanoff, 1990; Weldon and Jehn, 1995). But there is still a lack of studies that focus on interpersonal conflict and intra-organizational conflicts at the school level. The study by Bond (1995) showed that the conflict in the group, between the group and interpersonal skills among staff are still not fully studied. In fact, a study by Tschannen-Morran (2001) showed that the studies concerning the impact conflicts at organization are very scarce.

Conflict is inevitable, but spread naturally in the form of bureaucratic organization. Therefore, it is important to organization administrators and staff understanding and utilizing conflict.

This study is important to bring awareness to the organization's management and employees about the need for conflict management in organizations awareness about conflict management can lead to the addition of the relationship between organization administrators and staff in addition to creating a positive organization climate and environment. In addition, this study also important to help school administrators offset future administrative tasks in organizations.

The effective implementation of the planning organization is influenced by the behavior of its members in the group (Kofodimos, 1991) which will be a direct impact on conflict management. The strategies used by managers are very important and useful to resolve the conflict so that it can help individuals understand themselves and other people involved in the conflict. This study is important because it involves the management of the organization. The study also investigated whether the variables that affect the practice of conflict management in organizations. This is because of the strength and weaknesses of the various strategies adopted to deal with various forms of conflict may lead again to study the phenomenon of conflict management.

This study is also important to help the management of the organization in identifying the causes that led to the existence of conflict and the extent of knowledge about the management of other forms of conflict. This is important because if the cause is unknown, the fact that the conflict cannot be resolved and lead to a reduction in the level of integration and the achievement levels of the organization. A latent conflict situation will trigger a more serious conflict if it cannot identify the real issue is the existence of a conflict (Pondy, 1967).

1.9   Definition

- Management

Management is about managing, concerning care (companies, business organizations and others). Management is also defined as the process of managing an organization. Management in this study means the process of managing individuals and things in the organization.

- Conflict

Fitzgerald, McCrimmon, McKelvie& Nathan (2005) defines conflict as a conflict of views, interests and different goals. Meanwhile Hellriegel (1996), Slocum (1996), Oyebade (1995), Robin (1987) and Deutsch (1973) have the similar view about the conflict. Hellriegel and Slocum (1996) also said that conflict is a disagreement arises about a goal, thoughts or emotions among individuals, groups, departments or organizations. This definition is similar to the view Oyebade (1995) and Deutsch (1973) which explains that the conflict arises when there is a conflict between individual goals with organizational goals. While Robbins (1987) defined the conflict as all forms of disputes and disagreements that lead to conflict more serious and involves hostility openly.

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1.10   Scope and Significant of Study

Scope, Significance and Purpose of the Study. The purpose of this study is to start with, decide if a connection between factors conflict management focus on several item are communication problem, power difference, individual personality and organization structure.

The second purpose of the study is to decide how this components can influences representatives and their level of engagement in association. Past research has provided some information factors conflict management focus on several item are communication problem, power difference, individual personality and organization structure. In any case, there is compelled correct research that can bolster the association In any case, there is compelled correct research that can bolster the association between conflict management and factors engagement. The information accessible are to a great extent involved overviews and research directed by private counseling firms that contain insignificant data on refereeing and factors. The present investigation will give exact information on the connection between conflict management and factors engagement and provide research on how conflict management affects employee engagement levels. The following area gives a diagram of conflict management and variables engagement. In the first

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place examined are the movements refereeing has encountered during a few time of research and structure changes inside associations. Also, a meaning of variables engagement is furnished alongside data on its current presentation into associations.

CHAPTER 2

LITERATURE REVIEW

2.1   Introduction

This chapter gives a diagram of past research on learning and sharing and in management conflict. It presents the structure for the contextual investigation that involves the main focus of the study depicted in the thesis. It is imperative to set the setting of the writing survey work by first giving, a clarification of its particular reason for this specific contextual investigation; remarks on the past point of management conflict, a model of research exhibited in this chapter. The primary motivation behind the writing audit work was to study past investigations. This was so as to scope out the key information accumulation necessities for the essential research to be directed, and it shaped into the new research configuration process (Denscombe, 1998, p. 217).

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2.2   Past Research on Management Conflict

Refer to the research from Lynn Kalani Terumi Hayase, the title of research is Internal Communication in Organizations and Employee Engagement, meanwhile more research was simultaneously in progress on inward correspondence. Heron (1942) composed Sharing Information with Employees and included objectives, states of mind, and criteria for compelling correspondence. He is most known for presenting the new universe of hierarchical correspondence to actualizing two-path correspondence amongst workers and administration and empowering a domain of transparent correspondence. He expressed, "Correspondence is a line work; it is a two-route sharing of data; it is not an influence or promulgation crusade; it requires the flexibility and chance to make inquiries, find solutions and trade thoughts".

According to research from Gail Joyce Shapiro (1996), an analysis of the connection amongst identity and conflict management that contention is a part of life and is available in the working environment. According to Huczynski & Buchanan (2010), Goldsmith & Cloke (2011), Lipskyet (2003). It happens in the working environment when at least two people or gatherings have contrasts of assessments and can make hierarchical brokenness if not resolved, refer to Darling

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& Walker, 2001. Besides, a contention circumstance is a circumstance when interests, needs, and estimations of people are unique or potentially contrary, according Thomas & Kilmann, 1974. Be that as it may, conflict is a piece of business life and authoritative administrators burn through 25% to 60% of their chance overseeing employee conflict refer to Cloke & Goldsmith, 2011; Kohlrieser, 2007. Relational clash inside associations can include differences, mistaken assumptions, and contrary relational conduct according Ayoko, 2007; Glomb, 2002; Hodson, Roscigno, & Lopez, 2006.

Concurring the writing survey of diary title Conflict Management between Employees from Different Departments: Contribution of Organizational Identification and Controversy from Taohong ZHU, take after this authoritative individuals from offices have undertakings, obligations, and qualities not quite the same as different offices, refer to Hall, 1972; Ruyter & Wetzels, 2000. People from divisions assume that they get rewards for fulfilling particular outcomes and goals. When they are interfacing with delegates from various workplaces, laborers ordinarily take their own particular specialization's destinations and interests as their own specific goals and interests. I expect that a person's perspective of interdepartmental target affiliation would impact the way that the individual game plans the dispute with individuals from various divisions. In particular, when representatives from various divisions see agreeable instead of aggressive or free

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objective connection between offices they express their restricting perspectives transparently and usefully (helpful discussion), that thusly prompts beneficial clash results. Research has demonstrated that hierarchical distinguishing proof can enable association to profit by expanding workers' association dependability, work execution, authoritative duty, and expectation to stay inside the association according to Adler &Adler, 1988; Edwards & Peccei, 2010; Jiang &Law, 2012; Knippenberg & Schie, 2000; Mael & Ashforth, 1995; Riketta, 2005; Rousseau, 1998; Smith, Amiot, Callan, Terry, & Smith, 2012; Wan-Huggins, Riordan, & Griffeth, 1998.

2.3 Communication Problem

This examination looks at both authoritative correspondence and the technique through which messages are dispersed, alluded to as interchanges. Inside correspondence is operationally characterized as the trading of data both casual and formal amongst administration and workers inside the association. Correspondences are operationally characterized as the innovation and frameworks utilized for sending and accepting messages.

Correspondences may include: bulletins, course materials, overviews, gatherings, in-house TV, eye to eye collaborations, email, hotlines, proposal boxes, Intranet, Internet, phone calls, videoconferences, notices, letters, see sheets, formal introductions, reports, open discussions, web journals, and wikis, according to Argenti, 1998; Asif & Sargeant, 2000; Baumruk et al., 2006; Debussy et al., 2003; Goodman & Truss, 2004; Hunt & Ebeling, 1983; Yates, 2006. This examination sees that all the beforehand said segments in the correspondence technique are a blend of both the message and medium.

While inquire about on interior correspondence traverses just a couple of decades, it has encountered various authoritative moves in that brief timeframe. According to research in 1982, D'Aprix composed of a basic time for speaking with workers and required the reconsideration of inner correspondence. As to correspondence inside associations, he accepted there existed a "lack of definition, inadequate budgets, limited professional staffing, and nearsighted vision" (p. 30). This "nearsighted vision" combined with changes happening in the workforce, requested enhancements in inner correspondence. D'Aprix expanded, "companies are dealing with a different kind of employee than heretofore an employee who is looking for job satisfaction, who believes in personal options, and who wants meaningful work" (p.30). Preceding the presentation of representative engagement associations concentrated on measuring worker fulfillment to gage how their

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workers felt about where they worked. D'Aprix discusses an adjustment in representatives where they now request more from their association than a paycheck. Representatives now looked past their pay for additional qualities in a workplace. They needed an association they could place stock in, and a true blue inclination that what they did standard had any sort of impact. With these progressions the old estimations used to old representative's assessments about their association must be reexamined. Research that measures interior correspondence's connect to work fulfillment observes there to be a causal connection between the two, refer to Asif & Sargeant, 2000; Goris, Pettit, & Vaught, 2002; Hunt & Ebeling, 1983; King, Lahiff, &Hatfield, 1988. Nonetheless, while the abundance of research bolsters the connection between interior correspondence, work fulfillment, and profitability, "there was nothing strategic or business-focused about these communications" and "strategically managed employee communications is a relatively new phenomenon", according to Holtz, 2004, p. 8. The move toward inner correspondence being deliberately lined up with hierarchical objectives is in light of the changing business condition. It brings better approaches for achieving workers to guarantee authoritative achievement.

2.4   Power Differences

For power differences that become one of factors management conflict, here I attached the evidence from previous research related with this topic to support this analysis. Consistent with Emerson's Power-reliance theory, control is characterized as a person's relative capacity to change others' states by giving or withholding resources or managing disciplines according to Keltner et al., (2003). This limit is the result of the genuine assets and disciplines the individual can convey to others. Since the individuals who have control depend less on the assets of others than the other way around, the capable are all the more effortlessly ready to fulfill their own particular needs and wants, refer to Galinsky et al., (2003). The more reliant a man is seeing someone less power that individual has in that relationship. The power-reliance hypothesis recognizes control as an auxiliary potential and power utilize, according to Molm et al., (1999). The auxiliary power alludes to the ownership of energy bases, for example, intimidation, prizes, and data. Power utilize is conduct that has the obtaining of energy as its end. The contention techniques "strength" and "accommodation" both name the power utilization of the questioning gatherings. Besides, strength is an influential

endeavor to influence the other party to agree; accommodation is conduct that gives control away.

2.5   Individual Personality

Definition of individual personality are "Personality" originates from Latin "persona" having two meanings: one is the veil worn by the performing artist in front of an audience as a normal for one's personality; the other is one's actual self-including his inward thought processes, feelings, and propensities, refer to Pi-Hsun Chiu (2005). According to Allport (1943), identity is the dynamic relationship inside the individual of those psychophysical structures that choose his one of the kind acclimations to nature. Qualities are an enduring and stable reaction of the person to various boosts in the earth. According to Guilford (1959), enduring and one of a kind attributes for the person to be unique in relation to others. According to Pervin (1968), identity is the basic and dynamic character performed when the individual reacts to the conditions, which demonstrates the enduring characteristics that make one not quite the same as others. According to Scott & Mitchell, 1972, identity is the procedure of human's mental development and improvement. From last research by Jun-Su Chang, 1985, identity is the procedure of human's mental

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development and improvement. And also according to Costa & McCrae (1989), individual behavior mirrors the interesting qualities, for example, shy, hostile, devoted and lethargic. Since associations speak to affiliated social frameworks where members participate in sorted out exercises to achieve aggregate objectives, according to Blau & Scott (1962), Etzioni (1964) and Simon (1976). Relational associations are basic to hierarchical exercises, refer to March & Simon (1958). In spite of the fact that examination recommends that a moderately extensive extent of people groups' day by day cooperation at work are certain according to Nezlek, Wheeler, & Reis (1983), there is evidence that scenes of conflict hold more strength than constructive occasions as to singular prosperity, according to Rook (2001) and Taylor (1991). To the extent authoritative results are worried, there are genuine outcomes; conflict has been connected to diminished employment fulfillment, bring down hierarchical duty, turnover goals, and counterproductive work conduct, refer to Frone (2000), Penney & Spector (2005)and Spector & Jex (1998).

An essential commitment comprises in its conceptualization of work occasions, exercises, and emotional encounters after some time, as indicated by Weiss and Cropanzano (1996). Besides, the writing on every day work bothers reports the day by day event of contention with associates or chiefs at work and has built up that work bothers as a rule and conflict specifically directly affect representatives' negative effect, as indicated by Vittengl and Holt (1998) and Zohar

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(1999). There is proof to recommend that conflict has the most grounded impact on negative inclination with respect to other every day stressors, allude to Bolger, DeLongis, Kessler, and Schilling, (1989). Steady with this idea, normal levels of self-revealed conflict have connected decently with negative feelings, for example, state nervousness and disappointment, and with side effects of gloom, allude to Frone (2000), Spector and Jex (1998).

Reasonably, a conflict scene is a negative work occasion which ought to have a quick effect on the full of feeling conditions of the representatives who encounter strife, as determined by emotional occasions hypothesis. That is, initially, conflict is inalienably unpalatable; in this way, as other unsavory occasions or encounters, struggle fortifies a prompt increment in negative effect, as indicated by Suls, et al. (1998), Weiss and Cropanzano (1996). Second, in light of the fact that conflict meddles with the achievement of work objectives, it diminishes representatives' sentiments of skill, additionally lifting negative effect. Hence, we hope to duplicate past discoveries supporting a beneficial outcome of general conflict on pessimistic effect after some time regarding conflict at work.

2.6   Organizational Structure

Conflict in the organization structure that means Associations are looked with the test of coordination issues caused by the division of objectives and assignments over various offices. Conflict is an inevitable wonders that occurs in all parts of our regular day to day existence, paying little respect to whether inside or outside of the authoritative setting. Conflict has caught a huge measure of consideration from both scholastic researchers and specialists, as they discovered expanding strife in and among associations, according to Amason, 1996; Amason, Thompson, Hochwarter, & Harrison, 1995; Cronin & Weingart, 2007; Gibson & Callister, 2010; Jameson, 1999; Morris-Conley & Kern, 2003; Li, Chun, Ashkanasy, & Ahlstrom, 2012; Pondy, 1992; Schotter & Beamish, 2011; Shelton & Darling, 2004; Wall & Callister, 1995. Additional difficulty is included as the expanding utilization of natural and adaptable group based structure, which increments interdepartmental association and undermines conventional power relations in associations, according to Pfeffer, 1997. With the appearance of the information economy, conventional hierarchical connections have quietly changed in the expanding worldwide and mechanical development business conditions. Affiliations are continuously using characteristic and versatile gathering based

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structures instead of regular affiliation structure, refer to Sundstrom, 1999, which makes offices reliant and undermines customary power relations, according to Pfeffer, 1997. The developing authoritative collaborations among representatives from various divisions with various expert specializations prompt more intricate and dynamic connections inside associations. Specialists and examiners have fathomed that the effective joint exertion between divisions inside affiliations has transformed into the key factor and also the essential test to meet rising business part competition and customer wants, according to Carmeli & Gittell, 2009; van Knippenberg, 2003.

In any case, conflicts between divisions are rising more routinely inside affiliations, which are credited to the extending strains conveyed by resource and work process relationship among workplaces and complexities in their transient objectives and their needs for self-administration, refer to Barclay, 1991; Dutton & Walton, 1966; Gresham, Hafer, & Markowski, 2006; Lovelace, Shapiro, & Weingart, 2001; Nauta & Sanders, 2001; Van De Ven & Ferry, 1980. In the mean time, the developing business conditions urge associations to look at clashes as a reality that have potential esteem, no longer as simply damage and obliteration. Significant exact proof has demonstrated the estimation of contention in basic leadership, association development and group building.

Conflict itself does not pass on supportive abilities to affiliations; rather the important components of conflicts begin with the delegate's near and dear care and certification of the estimation of dispute and upgrading refereeing aptitudes, refer to Rahim, 2011.

This thesis incorporates a writing survey that analyzes powerful peace promotion progression inside the setting of interdepartmental clash in associations. The writing survey prompted explore the impacts of interdepartmental connections and hierarchical distinguishing proof on interdepartmental refereeing in associations. This part builds up the foundation data identified with the point, a reason proclamation, the exploration questions and the centrality of the examination. Despite the fact that the refereeing explore in affiliations has created in the past couple of decades, the importance of the term conflict has not accomplished a general assention among the researchers, according to De Dreu & Gelfand, 2008; Wall & Callister, 1995.

Examinations of objective reliance as indicated by look into Deutsch, 1973 in conflict management have been directed only at the individual level and have included less thought of objective relationship at the gathering level. This examination looks at the goal relationship hypothesis and connections it with productive contention progression in an interdepartmental clash setting. Organizational members from offices have assignments, obligations, and attributes

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not quite the same as different offices, according to Hall, 1972; Ruyter & Wetzels, 2000. Individuals from offices trust that they get rewards for accomplishing diverse results and objectives. When they are cooperating with workers from different offices, representatives more often than not take their own area of expertise's objectives and interests as their own objectives and interests. I expect that a person's perspective of interdepartmental target dependence would impact the way that the individual game plans the dispute with individuals from various workplaces. In particular, when workers from various offices see helpful instead of focused or free objective connection between offices they express their restricting perspectives straightforwardly and usefully (constructive controversy), that thusly prompts gainful conflict results.

The centralization of dispute experts has not been on choosing the explanations behind conflict, according to Deutsch, 1990; Wall & Callister, 1995. Different components add to setting the phase for struggle to rise. Dirks and Parks set that the association of the disputants, with real or saw contrasts in objectives, qualities, or points, who see the other party as possibly meddling with the achievement of those objectives, qualities, or points prompt conflict in the working environment, refer to Dirks & Parks, 2003. According to Putnam and Poole (1987) viewed the opposition for assets, coordination of frameworks, work dispersion, and cooperation in basic leadership as key elements to struggle in associations. The

rising conflict between divisions inside associations are ascribed to the expanding strains delivered by asset and work process relationship amongst offices and contrasts in their transient targets and their wants for independence, according to Barclay, 1991; Dutton & Walton, 1966; Gresham et al., 2006; Lovelace et al., 2001; Nauta & Sanders, 2001; Van De Ven & Ferry, 1980.

CHAPTER 3

RESEARCH METHODOLOGY

3.1   Introduction

In this chapter we will discuss the methods and measures used in this study to produce the data collection, data analysis, and estimation methods and data specifications to achieve the objective model study.

3.2   Methodology

Information were gathered through an overview instrument. According to Baxter and Babbie (2004) overviews have focal points and shortcomings. By standardizing the review the specialist risks "fitting round pegs into square holes" by creating general inquiries important to all respondents as opposed to questions most applicable to each given respondent (p. 199). In addition, study research can be resolute now and again when the analyst is compelled to the first plan all through

the investigation. The upsides of the review technique be that as it may, exceed its detriments. The self-controlled study specifically, enables the analyst to assemble huge examples. The overview technique additionally takes into consideration adaptability in investigation given that many inquiries are gotten some information about one specific theme. Moreover, there is quality in estimation given the standardized questions.

The investigation was led through a self-managed questionnaire. Every respondent got a review and also an educated assent frame. The principal area of the overview incorporated a progression of articulations about the statistic that mean review got some information about their present place of employment status, sex, age, kind of industry they work in, and their yearly salary. In the second section is about communication problem at their workplace. The third section is about power different in organization whether they satisfaction with their power. The fourth section is about individual personality between employee and employer and final section is organization structure in organization regardless of whether they apply any optional exertion, and disappointment in their organization. For all section of questionnaire, respondents were solicited to rate their level from understanding or contradiction to each statement.

3.3   Research Framework

The purpose of this study is to comprehend the impact of bank official and staff identity characteristic and conflict management on a hierarchical responsibility. The examination structure was set up, as indicated by the reference discourse and the thought processes and reasons for the investigation, as Chart 1.1 in chapter one.

3.4   Research Design

Very little research has studied the relationship between communication problem, power difference, individual personality, organization structure and factors influencing management conflict in organization. This part will detail the justification and speculations for this investigation, and clarify the gathering and examination process.

This study aims to provide insight into the relationship between communication problem, power difference, individual personality, organization structure and factors influencing management conflict in organization. While past research has shown communication problem, power difference, individual

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personality, organization structure communication are given the affect to management conflict in organization.

3.5 Target Population

The population was made of 50 of organization and target respondent 250 worker or employee in Kota Bharu, Kelantan, Malaysia. This population was used because to analyse either there have significant of factors conflict management between employees in Kota Bharu Kelantan.

3.6 Sample Size

Each study had different sizes, all of which meet the basic requirement based on the purpose of study. There are two methods to do a sample size; the rule of thumb (Roscoe, 1997) and the Krejcie and Morgan table (Krejcie and Morgan, 1970). According to Roscoe (1997) proposes the following rule of thumb for determining the sample size, "Sample sizes larger than 30 and less than 500 are appropriate for most of researches." The general rule of thumb is not less than 50

respondents for a correlation ore regression with the number increasing with larger

number of independent variables (IVs) (VanVoorhis and Morgan (2007). However,

Krejcie and Morgan (1970), a sample of 250 employee was considered appropriate

for the study population.

3.7   Sampling Design

For the first phase, purposive sampling technique will be used to draw

respondents to whom then, the opens-ended competency profiles questionnaire will

be administered. Later in the second phase, stratified sampling will be used to

ensure proper representation of respondents. Purposive sampling will be used

because the researcher wants respondents is the best position to provide the

information required (Sekaran 2000). This study was represented 250 of employee

answered the questionnaires.

3.8   Questionnaire Design

The questionnaire design will be based on the dependent variables, where the question diagnostic screener for compulsive buying with 7 questions by Faber and O'Quin, 1992 and independent variables was separate into four factors; communication problem, power different, individual personalities, organizational structure and conflict management (dependent variable). The questionnaire items are clearly sentenced and structured so it is understood by the respondents to answer the question stated.

3.9   Data Processing

The answered questionnaires will be process via SPSS. The procedure incorporates checking, altering, coding and interpreting. At first, the specialist checks and audits every poll to confirm its culmination and deficient survey will be tossed. At that point further continues to identifying so as to code process and allocating a numerical score or other character images to the information.

3.10   Data Sources

The main source of data was primary, where distributing of questionnaire will be obtained from the respondents in organization from company and firm in Kota Bharu, Kelantan. However, the secondary data also used for the literature about the variables obtained from the journal articles, books, internet libraries, reports, statistic form Department of Statistic Malaysia (DOSM) and other published literature.

3.11   Data Collection Method

A self-administered questionnaire was used in the data collection of all the variables.

3.12   Measurement Variables

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3.12.1 Demographic Variables

Both ordinal and nominal scales are utilized to quantify the demographic profile of respondents. Nominal scale is seemly for variables that can be recognized by a basic naming framework (Malhotra, 2010). In this manner the gender and work classification is measured in ostensible scales. Conversely, ordinal scale is connected for age and turnover level per yearly that contain "less than" and "greater than" judgements from respondents (Malhotra, 2010).

3.12.2 Dependent Variables

Interval scales measurement is employed to measure the dependent variables.

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3.12.3 Independent Variable

Interval scales measurement is employed to measure the independent variable.

3.13 Validity of Instrument

The legitimacy of the study instruments was performed indicting content validity index (CVI) on four point scale. The CVI of respondents above 0.5 was accepted.

3.14 Reliability of Instrument

To assurance precision, consistency and result, dependability of the instrument will be built up utilizing Cronbach's coefficient Alpha test (Cronbach, 1946). The analyst will performed Cronbach's alpha tests on the Likert scales in the instrument for the variables among employee.

3.15   Data Analysis

The objectives of information investigation included measuring ventral of liking and variability, testing dependability and the speculations created for the study (Sekaran, 2003). The prepared information is further examined in SPSS.

3.15.1   Descriptive

Information examination empowers depicting and contrasting variables numerically which upgrades measurable investigation and information understanding (Saunder, Lewis and Thornbill., 2009). All information acquired from the surveys gathered are deciphered and outlined in normal, recurrence dissemination and rate conveyance.

3.15.2   Scale of Measurement

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3.15.2.1   Reliability

Reliability analysis is a test of Cronbach's alpha to guarantee the estimation are free from predisposition so as to get predictable results (Sekaran, 2003). The coefficient alpha worth than 0.60 demonstrate unacceptable inside consistency unwavering quality (Malhotra, 2010).

3.15.3   Inferential Analysis

3.15.3.1   Pearson Correlation

Pearson connection is a measurable test that surveys the quality of the relationship between two numerical information variables (Saunder et al., 2009). In this way, the relationship between independent variables and dependent variable is restrained by means of Pearson connection. The critical level is 0.5 for the Pearson test.

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3.15.3.2 Multiple Regression Analysis

Numerous decline examinations is led to decide the relationship between two or more free variables and one ward variable by figuring the coefficient of various determination and relapse comparison (Saunders et. al., 2009). For all intents and purposes, different relapse investigation gives a comprehension on whether there is a relationship is whether the relationship is decidedly or contrarily skewed and the best possible approach to depict the relationship (Hair et. al., 2006).

The quality of the relationship between free variables and wards is dictated by the coefficient of determination (R2) as it quantifies by the extent of the variety in a subordinate variable that can be clarified by the autonomous variables. ANOVA is a speculation strategy that utilized by the analyst to test whether there is critical fluctuation in means happens between three or more gathering.

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3.16   Limitation of Study

For the time being, the limitation of study is the time constraint. It's because i have to find the variables and need go through the entire journal during the literature review. I also have to create our own framework form our literature from the related journal. Another limitation is when the time to collect the data, the difficulties to get the respondent to respond and answer the questionnaires during the office hours. I have to distribute the questionnaires during their lunch hours or have to stay at shopping complex to get the respondents.

Furthermore, another limitation during doing this study is a costly because I have to print the questionnaires, prepared the souvenir to give to the respondent and also for the transportation cost.

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CHAPTER 4

PRESENTATION, INTERPRETATION & ANALYSIS OF STUDY

4.1   Introduction

The results of this examination are shown in this section. To begin with, there is a discussion of the expository approach and structure of the data. A clarification or the analysis of the hypothesis and explanation of how the exploration question was addressed is introduced next in this section. It is trailed by the presentation and discussion of descriptive attributes with respect to the demographic questions. Frequency Analysis, Descriptive Statistics, Reliability Analysis, and Multiple Regression will explain in this chapter. Each respondent had seven (7) demographic question, forty (40) question of independent variable and four (4) question of independent variable.

The presentation and interpretation of the discoveries in this chapter is guided by the following research objectives:

i.   To build up the relationship between conflict management and communication problem in organization

ii.   To set up the relationship between conflict management and power distinctive in association

iii.   To secure the relationship between conflict management and individual identity in association

iv.   To established the relationship between conflict management and hierarchical structure in association

4.2   Frequency Analysis

In frequencies analysis there have two sections, where the first section was questioned about the status employed, work for more than one company and currently career. Another section was questioned about the gender, age, position and annual income.

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Table 4.1 : The Table of Frequencies for Status Employed

Are you currently employed?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	241	96.4	96.4	96.4
	No	9	3.6	3.6	100.0
	Total	250	100.0	100.0	

For the demographical was regarding the respondent who are employed or not. The results for status employed from respondents was show the magorityare employed the percentage at 96.4% (241 respondents) and respondent are not employed or unemployment at 3.6% (9 respondents). Magority respondents who answered this questionnaire are employed.

Table 4.2 : The Table of Frequencies for Work for More than
One Company

Do you currently work for more than one company?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	167	66.8	66.8	66.8
	No	83	33.2	33.2	100.0
	Total	250	100.0	100.0	

From table 4.2 is the results for the frequencies of status of respondent whether have one job career or more than two job career. The highest at 66.8% (167 respondents) are respondents who are work formore than one company, for example in subsidiares company and part time job with other company. Followed by respondents who are work in one company at 33.2% (83 respondents).

Table 4.3 : The Table of Frequencies for the Status Career

If you answered "Yes" to question 1, do you consider your current job a career or possible career path for you?

		Frequency	Percent	Valid Percent	Cumulative Percent
	Yes	147	58.8	58.8	58.8
Valid	No	103	41.2	41.2	100.0
	Total	250	100.0	100.0	

Table 4.3 above show the frequencies of status respondent answered the questionnaires that their current job a career or possible career path of them. The magority is 'Yes' from respondent at 58.8% with 147 respondent and followed by selected answer 'No' at 41.2% with 103 respondents.

Table 4.4: The Table of Frequencies for Gender

Respondents Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	145	58.0	58.0	58.0
	Male	105	42.0	42.0	100.0
	Total	250	100.0	100.0	

Now, for the second section below show the frequencies gender for the female are highest at 58% with 250 respondents than compared to the male at 42% with 250 respondents. The frequencies to answer the questionnaires were targeted to female because women are more interested or capability and spend time to answer the questionnaires compared to the male.

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Table 4.5: The Table of Frequencies for Age

Respondents Age currently

		Frequency	Percent	Valid Percent	Cumulative Percent
	19	1	.4	.4	.4
	20	16	6.4	6.4	6.8
	21	7	2.8	2.8	9.6
	23	7	2.8	2.8	12.4
	24	1	.4	.4	12.8
	25	12	4.8	4.8	17.6
	26	11	4.4	4.4	22.0
	27	11	4.4	4.4	26.4
	28	24	9.6	9.6	36.0
	29	3	1.2	1.2	37.2
	30	10	4.0	4.0	41.2
Valid	31	9	3.6	3.6	44.8
	32	18	7.2	7.2	52.0
	33	14	5.6	5.6	57.6
	34	32	12.8	12.8	70.4
	35	9	3.6	3.6	74.0
	36	25	10.0	10.0	84.0
	37	18	7.2	7.2	91.2
	38	1	.4	.4	91.6
	39	2	.8	.8	92.4
	40	16	6.4	6.4	98.8
	41	3	1.2	1.2	100.0
	Total	250	100.0	100.0	

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The table 4.5 above show the frequencies for age that the age 34 year is the highest frequencies at 12.8% (32 respondents) followed by age range 36 year at 10% (25 respondents) then age range 32 year and 37 year 7.2% (36 respondents). The second last is at age 29 year and 41 year at 1.2% (6 respondents) and last at range 19 year and 38 year at 0.4% (2 respondents).

Table 4.6 : The Table of Frequencies for Position

Please mark an (x) next to the occupation that best matches your current
position or most recently held position.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Construction	24	9.6	9.6	9.6
	Education or Health Services	11	4.4	4.4	14.0
	Finance	34	13.6	13.6	27.6
	Government	71	28.4	28.4	56.0
	Information	10	4.0	4.0	60.0
	Leisure or Hospitality	4	1.6	1.6	61.6
	Manufacturing	14	5.6	5.6	67.2
	Natural Resources or Mining	4	1.6	1.6	68.8
	Professional or Business Services	20	8.0	8.0	76.8
	Transportation or Utilities	18	7.2	7.2	84.0
	Wholesale or Retail Trade	26	10.4	10.4	94.4
	Other	14	5.6	5.6	100.0
	Total	250	100.0	100.0	

The position of respondents results in table 4.6 show that most of
respondents answered the questionnaires is the highest from government servant at
28.4% with 71 respondents, followed by respondent from position in Finance at
13.6% with 34 respondents and position in Wholesale or Retail Trade 10.4% with

26 respond. The second last is at positionis Information at 4% (10 respondents) and last at range position from Natural Leisure or Hospitality and Resourced or Mining at 1.6% (8 respondents).

Table 4.7 : The Table of Frequencies for Income

Please mark an (x) next to your annual income.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than RM10,000	52	20.8	20.8	20.8
	RM10,001 - 20,000	23	9.2	9.2	30.0
	RM20,001 - 30,000	94	37.6	37.6	67.6
	RM30,001 - 40,000	32	12.8	12.8	80.4
	RM40,001 - 50,000	22	8.8	8.8	89.2
	RM50,001 - 60,000	19	7.6	7.6	96.8
	RM60,001 - 70,000	8	3.2	3.2	100.0
	Total	250	100.0	100.0	

Table 4.7 above show the results for income of respondents and the highest is at middle income, it's RM20,001 to RM30,000 at 37.6% (94 respondents) then at range less than RM10,000 at 20.8% (52 respondents). The third score is the income fram range RM40,000 to RM50,000 at 8.8% (22 respondents). The income at range RM50,001 to RM60,000 at 7.6% (19 respondents) is the second last and the last is above RM60,001 to RM70,000 at 3.2% (8 respondents).

Table 4.8 : The Table of Descriptive Statistics for Communication Problem

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Overall, how satisfied are you with communications in your company	250	1	5	3.75	.757
How do you feel about the information you receive	250	2	5	3.79	.796
How well do you feel you know the company	250	1	5	3.91	.719
Compared with a year ago, how would you rate your knowledge of the company, its strategies, and its ongoing accomplishments?	250	2	5	3.95	.743
What is the best thing about communications in the company	250	2	5	3.83	.733
You think that people in this organization say what they mean and mean what the say	250	1	5	3.84	.787
People in top management say what they mean and mean what they say	250	1	5	3.79	.824

People in this organization are encouraged to be really open and candid with each other	250	1	5	3.94	.668
Top management is providing you with the kinds of information you really want and need	250	1	5	3.60	.909
People in this organization freely exchange information and opinions.	250	1	5	3.60	.822
You are satisfied with explanations you get from top management about why things are done as they are.	250	1	5	3.80	.823
You think that information received from management is reliable	250	1	5	3.86	.828
You think that information received from your coworkers is reliable	250	1	5	3.90	.823
MEANDV1	250	1.85	4.85	3.8117	.57365
Valid N (listwise)	250				

Table 4.8 shows the average mean of communication problem for which the respondents do not agreed from the questions in the questionnaires with mean 3.81 and standard deviation 0.6. The range was at score 1.8 minimum and score 4.8 maximum. There are respondents answered all the first question for independent variables part.

Table 4.9 : The Table of Descriptive Statistics for Power Different

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
You satisfied with position that you have currently	250	1	5	3.81	.937
You think other coworker have suitable position with their tasks	250	1	5	3.74	.842
You think the Manager give the right power with your position now	250	1	5	3.76	.797
You satisfied with other coworkers that Manager give their power	250	2	5	3.84	.811
You can accept every instruction and tasks that given by Manager	250	1	5	3.82	.870
You can accept all of comment and advise from Manager	250	2	5	3.75	.799
You think Manager useful their power with the right task	250	2	5	3.77	.812
You think Anda other employees useful	250	2	5	3.74	.822

	N	Minimum	Maximum	Mean	Std. Deviation
their power with the right task					
You thing the power is important in an organization	250	1	5	3.84	.837
I would accept almost any type of job assignment in order to keep working for this organization	250	2	5	3.86	.875
MEANDV2	250	1.70	4.90	3.7916	.63547
Valid N (listwise)	250				

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Table 4.9 shows the average mean of power different for which the respondents do not agreed from the questions in the questionnaires with mean 3.8 and standard deviation 0.6. The range was at score 1.7 minimum and score 4.9 maximum. There are respondents answered all the second question for independent variables part.

Table 4.10 : The Table of Descriptive Statistics for Individual Personality

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
You think you have good personality when facing with other coworker or top management	250	1	5	3.61	.964
You think you are friendly when communication with other coworker and top management	250	1	5	3.54	.998
You think you are openesess when got comment and advise about your task from coworker and top management	250	1	5	3.54	.990
You thick you are agreeableness when coworker and top management give their right opinion and recommendation	250	1	5	3.72	.842
You don't have any problem with senior staff	250	1	5	3.54	.910
You think you are avoiding when coworker want to	250	1	5	3.40	.826

create a team work in department.					
You think you are difficult and don't like to give your full commitment in an organization	250	1	5	3.42	.867
Coworker in this organization unfriendly with each other's.	250	1	5	3.51	.847
You think you have good attitude in organization	250	1	5	3.68	.842
You think other coworker have good attitude when facing with you and top management	250	1	5	3.53	.883
MEANDV3	250	1.20	4.90	3.5500	.62371
Valid N (listwise)	250				

Table 4.10 shows the average mean of individual personality for which the respondents do not agreed from the questions in the questionnaires with mean 3.55 and standard deviation 0.6. The range was at score 1.2 minimum and score 4.9 maximum. There are respondents answered all the third question for independent variables part.

Table 4.11 : The Table of Descriptive Statistics for Organizational Structure

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
You think this company have good organization structure	250	1	5	3.62	.808
You think this organization structure are complete and perfect	250	1	5	3.71	.858
You agree with organization structure that company have now	250	1	5	1.78	1.211
You think the good organization structure are important in an organization	250	1	11	2.04	1.482
You satisfied with organization structure this company	250	1	12	2.16	1.588
You think organization structure now need to have improvement	250	1	11	2.18	1.450
You think the bad organization structure in organization can give effect to management conflict	250	1	5	3.82	.851
MEANDV4	250	1.00	4.57	2.7600	.69353
Valid N (listwise)	250				

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Table 4.11 shows the average mean of organizational structure for which the respondents do not agreed from the questions in the questionnaires with mean 2.8 and standard deviation 0.7. The range was at score 1.00 minimum and score 4.6 maximum. There are respondents answered all the fourth question for independent variables part.

Table 4.12 : The Table of Descriptive Statistics for Conflict Management

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
You think the communication problem will cause conflict management in an organization	250	3	5	3.95	.712
You think the power different will cause conflict management in an organization	250	3	5	4.38	.578
You think the individual personalities employees will cause conflict management in an organization	250	3	5	4.23	.660
You think the organization structure will cause conflict management in an organization	250	3	5	4.29	.651
MEANIV5	250	3.75	5.00	4.2140	.43063
Valid N (listwise)	250				

Five statement factors conflict management are shown in table 4.12. The mean for the factors conflict management at 4.21 and the standard deviations

scores at 0.43. From the table also shown the highest means is the second question where the power different of respondents become factors to conflict management in organization. There are the respondent answered all question.

4.3   Reliability Analysis

Table 4.13 : Summary of Reliability Statistic on Variables

Construct	Cronbach's Alpha	Number of Items
Conflict Management	0.569	4
• Communication Problem	0.926	13
• Power Differences	0.916	10
• Individual Personalities	0.880	10
• Organization Structure	0.652	7
All dimensions	0.934	44

The research intruments was tested for the reliabilty using the Cronbach's coefficent as reported in the above table. Accoring to Hair et al. (1998), the Cronbach's alpha for all measuraments are surpassing the minimum alpha value

of 0.60. Therefore, the develop measures are regarded reliable and all items in the construct measures are retained excepts for the potential conflict which the Cronbach 's aplha less than 0.60. Thus, that variables is excluded from the inferential analysis.

Based on the table 4.13 above, the communication problem is the highest Cronbach's alpha at 0.926 compared among the other dimensions, while the factorpower different (0.916), individual personalities (0.880) and organization structure (0.652) were considered to be good. It was not effect the overall Cronbach's alpha resuts (0.934).

4.4   Inferential Analysis

4.4.1   Pearson Correlation

According to table 4.14, all of the variables have positive association with the dependents variables accepted for power different. The factors of power different has the most grounded relationship with conflict

management (r=0.033), and followed by, communication problem (r=0.000),

individual personality (r=0.082) and organization structure (r=-0.091).

Table 4.14 : Summary of Pearson Correlation Analysis for each Dimensions

Correlations

		MEAND V1	MEAND V2	MEAND V3	MEAND V4	MEANI V5
M E A N D V 1	Pearson Correlation	1	.782**	.575**	.283**	.000
	Sig. (2-tailed)		.000	.000	.000	.997
	N	250	250	250	250	250
M E A N D V 2	Pearson Correlation	.782**	1	.656**	.279**	.033
	Sig. (2-tailed)	.000		.000	.000	.603
	N	250	250	250	250	250
M E A N D V 3	Pearson Correlation	.575**	.656**	1	.368**	.082
	Sig. (2-tailed)	.000	.000		.000	.197
	N	250	250	250	250	250
	Pearson Correlation	.283**	.279**	.368**	1	.091

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M E A N D V 4	Sig. (2-tailed)	.000	.000	.000		.151
	N	250	250	250	250	250
M E A N I V 5	Pearson Correlation	.000	.033	.082	.091	1
	Sig. (2-tailed)	.997	.603	.197	.151	
	N	250	250	250	250	250

**. Correlation is significant at the 0.01 level (2-tailed).

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The results in the table above show there is a significant positive relationship between conflict management with factor communication problem (H1),. Furthermore, there also significant positive relationship between conflict managment and power different (H2).

4.4.2   Multiple Regression Analysis

Table 4.15 : The Table of Model Summary

Model	R	R^2	F
1	0.123[a]	0.015	94.8%

a. Predictors: (Constant), MEANDV4, MEANDV2, MEANDV3, MEANDV1

From the table 4.15 above, the R^2 shown the value for the relationship between dependent variable (conflict management) to the independent variables (communication problem, power different, induvidual personalities and organization structure) at 0.015 (R^2=1.5%). While, the F test is significant at F equal to 94.8 percent.

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Table 4.16 : The Table of Model Summary

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.062	.199		20.395	.000
MEANDV1	-.070	.077	-.093	-.905	.367
1 MEANDV2	.017	.075	.025	.223	.823
MEANDV3	.063	.060	.091	1.040	.300
MEANDV4	.048	.043	.077	1.125	.262

a. Dependent Variable: MEANIV5

Overall the result of the coefficients were shown the significant positve and negative relationship between the variables. Most the significant values are $p<0.05$ for communication problem, power different, individual personality and organization structure.

CHAPTER 5

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In the wake of investigating and showing the points of interest of engaging examination and inferential investigation in part four. In this section will discourse the real discoveries, ramifications of the exploration and proposals for future examination.

5.2 Summary of Statistical Analysis

5.2.1 Frequencies Analysis

From the respondents demographical parts were divided into two sections. The first section was regarding the status career of respondents

and the second section was regarding the respondents profile. The descritive analysis form chapter four shows the first sections the status employed respondents are magority employed. And the status of work for more than one company, the result show most respondent answerd 'Yes' that mean most of them have work for more than one company currently, for example having par time job or manage for other business. And last question in demographic first section, most of respondent answered 'Yes' that their current job a career, not possible career path of them.

However the second part for the demoghaphical profile , majority respondents are female. The greater part of respondents falls into the age group 32 years of age or more. The position respondent in association are from government worker and other private area. The vast majority of the respondents passed on that they received yearly paid under RM30,000 and 90% of the respondents received range between RM20,001 to RM30,000.

5.2.2   Scale of Measurement

The consequence of firm quality test has demonstrated that all builds with the exception of potential clash can yeild steady discoveries as

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their Cronbach's alpha are more noteworthy than the edge of 0.60 (Hair et. al., 1998).

5.2.3 Pearson Correlation Analysis

The Pearson Correlation investigation obviously demonstrates that there is certain connection between's communication problem, power different, individual personalities, organization structure and conflict management. Overall Cronbach's alpha was shown strongly positive correlation between the independent variables (communication problem) and dependents variables (conflict management) at score 0.926.

5.3   Conclusion

Generally, this study examines and establishes the relationship between communication problem, power different, individual personality, organization structure and conflict management in organization in Kota Bharu, Kelantan. The finding revealed that the four dimensions of conflict management; communication

problem, power different, individual personality and organization structure have a significant positive effect on compulsive conflict management. Also for the first independent variables was found the significant positive relationship between communication problem and conflict management in organization among employee in Kota Bharu, Kelantan.

Finally results were middle positive relationship among the variables may because not enough number of respondents. According to Krejie and Morgan, the 382 respondents needed to get the strong positive relationship but for this study do not achieved it, only got 250 respondents.

5.4   Recommendations

Through this study, there have a three recommendations need to comply for the employee and employer in Kota Bharu, Kelantan. First, build up proficient relationship and can be utilized to make successful, proficient condition. The information from this examination could fit enhanced correspondence, and also clear comprehension of compromise approaches as the general population pick up a mindfulness and a selection of abilities to utilize contingent upon what is required specifically work environment conflict circumstances.

Second, this topic is helpful to those working in the HR field since they run over an assorted cluster of identities struggle modes in the work environment. HR professional better comprehend of individual conduct when utilizing identity appraisal joined with the learning of conflict management styles. HR professional will be empowered to better impart, resolve conflicts, implement strategy and motivate the workforce.

Lastly, this subject is to utilize it for self-impression of one's conduct and see how others may misinterpet them. There might be an incredible distinctive feeling with respect to whether individuals play out their activity well and are cooperative people or great workers identities and their conflict-handling mode. This is because differences in bahavior and differences in conflictapproaches can cause negatively by another personaly type.

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APPENDIX A

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QUESTIONNAIRE:

**"THE FACTORS INFLUENCING MANAGEMENT CONFLICT IN
ORGANIZATION"**

Dear Sir/Madam

My name is NURUL AISYA BINTI ZAINUDDIN and I am a Master of Business
Administration (MBA) student in University Malaysia Kelantan (UMK). I cordially
you to participate in my research project.

This research aims to examine the factors influencing management conflict in
organization especially in organization from private or government sector in Kota
Bharu, Kelantan.

The findings will help and give more information to the employer about factors that
influencing management conflict in organization especially in Kota Bharu,
Kelantan.

It takes less than 10 minutes to complete this questionnaire, and all responses will
be kept private and confidential, and used for academic purpose only.

Thank you in advance for your participation.

Best regards,

Nurul Aisya Binti Zainuddin
Tel No. : 013-9998044
Email : nurul_aisya55@yahoo.com

PART I: COMMUNICATION PROBLEM

When answering the items below think about the company you currently work for, most recently worked for or consider most important.

Rate the following statements according to how you feel about your communication problem with other staff or immediate supervisor. Indicate your choice by placing an (x) under your answer choice

Very Dissatisfied			Very Satisfied	
1	2	3	4	5

		1	2	3	4	5
1.	Overall, how satisfied are you with communications in your company					
2.	How do you feel about the information you receive					
3.	How well do you feel you know the company					
4.	Compared with a year ago, how would you rate your knowledge of the company, its strategies, and its ongoing accomplishments?					
5.	What is the best thing about communications in the company					
6.	You think that people in this organization say what they mean and mean what they say.					
7.	People in top management say what they mean and mean what they say.					
8.	People in this organization are encouraged to be really open and candid with each other.					
9.	Top management is providing you with the kinds of information you really want and need					

10.	People in this organization freely exchange information and opinions.					
11.	You are satisfied with explanations you get from top management about why things are done as they are.					
12.	You think that information received from management is reliable					
13.	You think that information received from your coworkers is reliable					

PART II: POWER DIFFERENCES

		1	2	3	4	5
1.	You satisfied with position that you have currently					
2.	You think other coworker have suitable position with their tasks					
3.	You think the Manager give the right power with your position now					
4.	You satisfied with other coworkers that Manager give their power					
5.	You can accept every instruction and tasks that given by Manager					
6.	You can accept all of comment and advise from Manager					
7.	You think Manager useful their power with the right task					
8	You think other employees useful their power with the right task					
9	You thing the power is important in an organization					
10.	I would accept almost any type of job assignment in order to keep working for this organization.					

PART III: INDIVIDUAL PERSONALITIES

		1	2	3	4	5
1.	You think you have good personality when facing with other coworker or top management					
2.	You think you are friendly when communication with other coworker and top management					
3.	You think you are openesess when got comment and advise about your task from coworker and top management					
4.	You thick you are agreeableness when coworker and top management give their right opinion and recommendation					
5.	You don't have any problem with senior staff					
6.	You think you are avoiding when coworker want to create a team work in department.					
7.	You think you are difficult and don't like to give your full commitment in an organization					
8.	Coworker in this organization unfriendly with each other's.					
9.	You think you have good attitude in organization					
10.	You think other coworker have good attitude when facing with you and top management					

PART IV: ORGANIZATIONAL STRUCTURE

		1	2	3	4	5
1.	You think this company have good organization structure					
2.	You think this organization structure are complete and perfect					
3.	You agree with organization structure that company have now					
4.	You think the good organization structure are important in an organization					
5.	You satisfied with organization structure this company					
6.	You think organization structure now need to have improvement					
7.	You think the bad organization structure in organization can give effect to management conflict					

PART V: CONFLIT MANAGEMENT

		1	2	3	4	5
1.	You think the communication problem will cause conflict management in an organization					
2.	You think the power different will cause conflict management in an organization					
3.	You think the individual personalities employees will cause conflict management in an organization					
4.	You think the organization structure will cause conflict management in an organization					

PART VII

Circle the choice that best corresponds to your answer.

1. Are you currently employed?

    ☐ Yes   ☐ No

2. Do you currently work for more than one company?

    ☐ Yes   ☐ No

3. If you answered "Yes" to question 1, do you consider your current job a career or possible career path for you?

    ☐ Yes   ☐ No

4. Your gender is?

    ☐ Female   ☐ Male

5. Your age is: _____

6. Please mark an (x) next to the occupation that best matches your current position or most recently held position.

	Construction		Manufacturing
	Education or Health Services		Natural Resources or Mining
	Finance		Professional or Business Services
	Government		Transportation or Utilities
	Information		Wholesale or Retail Trade
	Leisure or Hospitality		Other _____

7. Please mark an (x) next to your annual income.

1. Less than RM10,000   (   )

2. RM10,001 - 20,000   (   )

3. RM20,001 - 30,000   (   )

4. RM30,001 - 40,000   (   )

5. RM40,001 - 50,000   (   )

6. RM50,001 - 60,000   (   )

7. RM60,001 - 70,000   (   )

8. More than RM70,000   (   )

END OF QUESTIONS

THANK YOU FOR YOUR PARTICIPATION