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**Conflict Diagnostic And
Resolution :
A Case Study Of A
Korea Conglomerate**

Hoh Li Ching

**Bachelor of Arts (Economics)
University Of Malaya
1996**

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CONTENTS

CHAPTER 1:

1.0	INTRODUCTION	1
1.1	PURPOSE OF STUDY	4
1.2	SIGNIFICANCE OF STUDY	4
1.3	SCOPE OF STUDY	5
1.4	LIMITATIONS OF THE STUDY	5
1.5	ORGANISATION OF THE STUDY	6
1.6	ORGANISATION SELECTED FOR STUDY	6

CHAPTER 2:

2.0	LITERATURE OF REVIEW	8
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CHAPTER 3:

3.0	RESEARCH METHODOLOGY	24
3.1	RESEARCH DESIGN	26
3.2	RESEARCH PROPOSITION	33
3.3	RESEARCH SELECTION OF MEASURES	34
	3.3.1 Non Verbal Communication	34
	3.3.2 Cross Cultural Communication	39
	3.3.3 Semantic Difficulties	43
	3.3.4 Structural Sources Of Conflict	51
	3.3.5 Personal Variables	59
	3.3.6 Leadership Theories and Styles	66
3.4	SAMPLING DESIGN	76
3.5	DATA COLLECTION PROCEDURE	77
3.6	DATA ANALYSIS TECHNIQUES	79

CHAPTER 4:

4.0	RESEARCH RESULTS	
4.1	ANALYSIS OF MEASURES	80
	4.1.1 Nonverbal Communication	82
	4.1.2 Barriers to Cross Cultural Communication	84
	4.1.3 Semantic Difficulties	87
	4.1.4 Structural Sources Of Conflict	90
	4.1.5 Personal Variables Sources Of Conflict	94
	4.1.6 Leadership Theories (Traits)	97
	4.1.7 Leadership Theories (Behavioral)	100
	4.1.8 Leadership Theories (Development Oriented)	102
	4.1.9 Leadership Theories (Cognitive Resource Theory)	103
	4.1.10 Leadership Theories (Situational Leadership)	105
	4.1.11 Leadership Styles (Charismatic Leaders)	108
	4.1.12 Leadership Styles (Transactional Leadership)	110
	4.1.13 Leadership Styles (Transformational Leadership)	112

4.1.14	Leadership Styles (Visionary Leadership)	114
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CHAPTER 5:

5.1	CONCLUSIONS AND RECOMMENDATIONS	116
5.2	INTERVENTIONS AND RECOMMENDATIONS	117
5.2.1	Human Resources Management	122
5.2.2	Human Process Intervention	126
5.2.3	Technostructural Interventions	131
5.2.4	Strategic Interventions	134
5.3	SUGGESTIONS FOR ADDITIONAL RESEARCH	148
5.4	IMPLICATION OF STUDY	149

BIBLIOGRAPHY

APPENDIX I

APPENDIX II

APPENDIX III

APPENDIX IV

ABSTRACT

The paper is a study to approach conflict diagnosis and resolution based on Yusof Omar's Conflict Diagnostic And Resolution Model (2002) (Unpublished manuscript, University of Malaya, Kuala Lumpur).

It represents some of the work of conflict diagnostic and conflict intervention programs. The focus here is to address the issues of conflict arise in Hyosung, a selected Korean conglomerate.

In the opening paper, we identified conflict existence using the unpublished manuscript of Dr. Yusof Omar's Conflict Diagnostic And Resolution Model. We had used the six block of diagnosis which are the divided as following;

- (i) Nonverbal Communication
- (ii) Barriers to cross-cultural communication
- (iii) Semantic difficulties
- (iv) Structural dysfunctions
- (v) Personal variable
- (v) Leadership theories and leadership styles

The data collection tool used is participant observation. The data analysis used in this research study is to obtain the mean score across the dimensions of the conflict diagnosis. The mean score is from the range of 1 to 7, but the ideal mean score is at level 4. For each dimension in each diagnosis, the scores given to the respondents were measured by averaging the mean scores. The critical success factors are those diagnosed with mean score below and above 4. Primary objective of this research is to understand the nature of conflict from the perspective of multiple block of diagnosis and identify the functional and dysfunctional conflict. It is seen through the continuum of responses to conflict on 4 variables of nonverbal communication (body motion, facial expressions, tone of voice and pacing and pitch); 4 variables of barriers to cross-cultural communication (semantics, word connotations, tone differences, perception differences) 6 variables of semantic

difficulties (filtering, defensive apprehensions, language, selective perception, information overload, channels chosen); 8 variables of structural sources of conflict (stressful leadership styles, roles diversity, member goal diversity, degree of dependence between groups, member goal incompatibility, reward system ambiguities, size, jurisdictional ambiguities). Besides that there are 6 variables of personal variables of sources of conflict (differing individual, personality types, psychographics, theological practices, physical characteristics, mental and philosophical characteristics) leadership theories and leadership styles.

With the reflected critical factors, we extended the study by recommending intervention strategies to address the critical areas that were identified. There are four types of intervention consisting of human process intervention, human resource management, techno-structural intervention and strategic intervention.

Under the human process intervention we are aligning the objectives and ways to improve the conflict level diagnosed in personal variables sources of conflict and structural sources of conflict variables by organizing the large group intervention and using the team building strategies.

However, for human resource management intervention, managing work diversity is also being used to neutralize the mean score nearer to 4 for critical factors in personal variables and structural sources of conflict variables.

Leadership theories and leadership styles weaknesses and critical factors are intervened using the techno-structural and strategic management interventions. Strategic management interventions was also being used to dissolve the problems in barriers to cross-cultural of communication thorough power language program and workshop management.

Thereupon, the conflict diagnosis was concluded with some best selected interventions as a resolution to create functional conflict for the effective functioning of organisation.

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Hoh Li Ching