

CHAPTER 3

3.0 RESEARCH METHODOLOGY

Research methodology is to do with the logic of interpreting results and analysing findings. Research methods are the actual techniques of investigation used to study the social world, (Bulmer, 1984, p. 24 quoted in Giddens, 1989, p 660). These include the use of questionnaires, interviews, participant observation or fieldwork within a community being studied, together with the interpretation of official statistics and historical documents.

All research begins from a research problem, which worries the researcher or investigator. Research problems may be suggested by the gaps in existing literature, theoretical debates or practical issues in the social world (Giddens, 1992, pp. 660-661).

Qualitative research is subjective in nature. It leaves much of the measurement process to the discretion of the researcher. This approach does not use rigorous mathematical analysis.

Quantitative research determines quantity or extent of an outcome in numbers. It provides an exact approach to measurement.

This research has included the participant observation. Participant Observation research utilizes multi-methods, multi-persons, and multi-findings as a check for validity Pohlman (1976). Research unfolded in three stages: data collection, content analysis, and comparative analysis, Strauss & Corbin (1990).

Data collection is a process of gathering daily information. I wrote notes, used pre and post questionnaires, took photographs, and recorded dialogue by audiotapes and action through videotapes.

Content analysis is a process of finding concepts and their meaning in everyday behaviors, Glaser (1992).

Comparative analysis is a process of internal and external comparison of findings Stokrocki (1997). Internal comparison is a discussion of findings—similarities and differences of behaviors or meanings within the parameter of the study. External comparison involves contrasting my findings with other outside experts. Eisner and Peshkin's (Eisner and Peshkin, 1990, pp. 327-338) anthology on alternative qualitative approaches included the work of as qualitative inquiry in use (C. Clark, 1990, p. 3 quoted in Eisner and Pershkin pp. 327-338).

Participant observation is a straightforward technique, immersing ourselves in the subject being studied. Participant observation is a qualitative research method. Participant observation is particularly appropriate to studies of interpersonal group processes. The researcher must make clear the initial expectations at the outset and guard against imposing expectations on observations. Participation, ideally, is real (ex. the participant observer may be required to learn a language or jargon, live in the setting, defer to local culture, etc.). (Gill and Johnson, 1991, pp.109-113) developed a fourfold categorisation of the role of participant observer can adopt. The observer roles are complete participant, complete observer, observer as participant or participant as observer. Complete participant is being employed in this research. In this research, participant observation is being used together with systematic observation to enhance the precision of the results collected.

This systematic observation a scientific approach used in modern organisational behaviour. In essence, this approach consists of three major steps.

(I) First steps involve identifying variables that might potentially affect organisational behaviour.

- (ii) Second step is to measure these variables as precisely as possible.
- (iii) Third step is to determine whether they are related to one another in any manner.

The set of variables are identified according to aspects to assess the likelihood of the present of conflict. An observational form is used according to nonverbal communication, barriers to cross-cultural communication, semantic difficulties, structural source of conflict, personal variables as source of conflict and leadership theories and leadership theories.

The Summated Rating Method, i.e., a seven point Likert scale is used to reflect the perception and opinions of the respondents' nonverbal communication, barriers to cross-cultural communication, semantic difficulties, structural source of conflict, personal variables as source of conflict and leadership theories. Likert scale rating enable the observer to assign the respondents how strongly the degree of the present of conflict due to the functional conflict variables. The scores are ranging from scale 1 to scale 7 respectively. As the observer intend to use a series of statements, the observer will keep the same order of response categories to avoid confusing respondents.

3.1. RESEARCH DESIGN

The research design applies the framework of Mohd Yusof Omar's (2002) Conflict Diagnosis and Resolution model. The framework of the model consists of four stages (Refer to Figure 3.1).

- I. Conflict Diagnostic
- II. Design Intervention
- III. System Intervention System, window of involvement and emotional aspect of intervention
- IV. The concept of emergence (self regulation and self organisation).

The conflict diagnostic will lead us to the sources of conflict that can be condensed into communication, structure, personal variables and leadership .

This model was developed from the findings of (Robbins,1974, pp. 31-35). According to (Robbins, 1974, pp. 31-35), conflict emanates from a number of specific sources, i.e., communication, structural and personal factors.

The communication barrier variables associated with conflict are semantic difficulties, insufficient exchange of information, and noise in channels of communication. With respect to semantic difficulties, these are said to arise as a result of people's selective perception, inadequate information about others and differences in training and upbringings. Pertaining to volume of information, too much as well as too little, is said to provide the foundation for conflict. In the communication process, people filter the information, and this creates incorrect, distorted, or ambiguous messages, all of which can lead to hostility. The channels used to convey information, such as circulars, meetings or the grapevine have also been considered as the generator of conflict.

According to (Robbins, 2001, pp.386-388), the interpretation of structure includes size, specialization, ambiguity, reward and leadership. Size and specialization are said to interact; the larger the group and the more specialized its activities, the greater the likelihood of conflict. With specialization and differentiation within organisations come the development of distinctive expertise and the adoption of a diverse range of goals, sometimes with a simple outlook. The diversity of goals among groups is a major source of conflict. Members of other functional groupings are likely to be seen as competitors for scarce resources. This can be aggravated by power imbalances between the functional groups, thereby stoking the flames of conflict. The same thing applies to ambiguity. The greater the ambiguity in defining where responsibility for action lies, the greater the likelihood of inter-group feuding to control resources and organisation domains. Nevertheless, participative leadership may stimulate conflict, on the

understanding that participation encourages the expression of different points of view. In addition, operating reward systems is fraught with difficulties too. If one party secures rewards at the expense of another party, conflict can spring into existence.

Personal factors referred by (Robbins, 2001, pp. 387-388) covers personality characteristics and value systems to which people adhere. It is understandable that individuals, who are highly authoritarian and dogmatic, with a leaning towards low esteem, have within themselves the capacity to generate conflict. Value systems are a significant variable in the study of social conflict. It determines one's outlook and behaviour and can be seen as a significant force in prejudice, expression of views about good and bad practices, and notions of equitable rewards. A certain level of conflict is necessary if a group is to be viable, self-critical and creative. Certain cues signal the need for management to stimulate conflict. For instance, when there is an unusually low rate of staff turnover, a shortage of ideas, strong resistance to change, and the belief that co-operation is more important than personal competence and etc.

Conflict stimulation is the formation and constructive use of conflict by management, and its purpose is to create situations where differences of opinion are brought to the surface. Conflict is constructive when it improves the quality of decisions, stimulates creativity and innovation, encourages interest and curiosity among group members, provides the medium through which problems can be aired and tensions released, and fosters an environment to self-evaluation and change (Robbins, 2001, p. 393).

Based on the findings from Robbins, the conflict diagnosis is guided by the function of conflict tested by Dr Mohd Yusof Omar. The function of conflict consists of ambiguous kinesics manifestations, barriers to cross cultural communication, semantic difficulties, structural dysfunctions, personal variables differences and inappropriate leadership styles.

The conflict diagnostic is served, as a guide and yardstick on the level of conflict which exists in the organisation. Based on the level of conflict existence, it helps to determine whether conflict stimulates the performance of the organisation. If conflict is happening at an extensive level, such conflict diagnosis will enable the management to establish an effective conflict handling process.

Following the conflict diagnosis is designing intervention. An organisation development intervention is a series of activities, actions and events intended to assist the organisation in improving its performance and effectiveness. Intervention designs vary from standardized programs that have been developed and used in many organisations to relatively unique programs tailored to specific organisations or departments. Interventions purposely disrupt the status quo and they are deliberate attempts to change an organisation toward a different and more effective state. Therefore, an effective intervention is crucial.

There are three major criterias defining an effective intervention (Cummings & Worley, 2001, pp. 143-144). These criterias are the extent to which the interventions fit the needs of the organisation; the degree to which the interventions are based on causal knowledge of intended outcomes and to the extent of which the interventions transfer change-management competence to organisation members.

In order to design an effective intervention, it requires careful attention to the needs and dynamics of the change in situation and crafting a change program that will be consistent with the criteria of effective interventions. Moreover, the ability to implement organisation development interventions is highly dependent on skills and knowledge of the change agents; the design of an intervention will depend to some extent on the expertise of the practitioner. Previous researches have identified numerous contingencies present in the change of situation that can affect the intervention success.

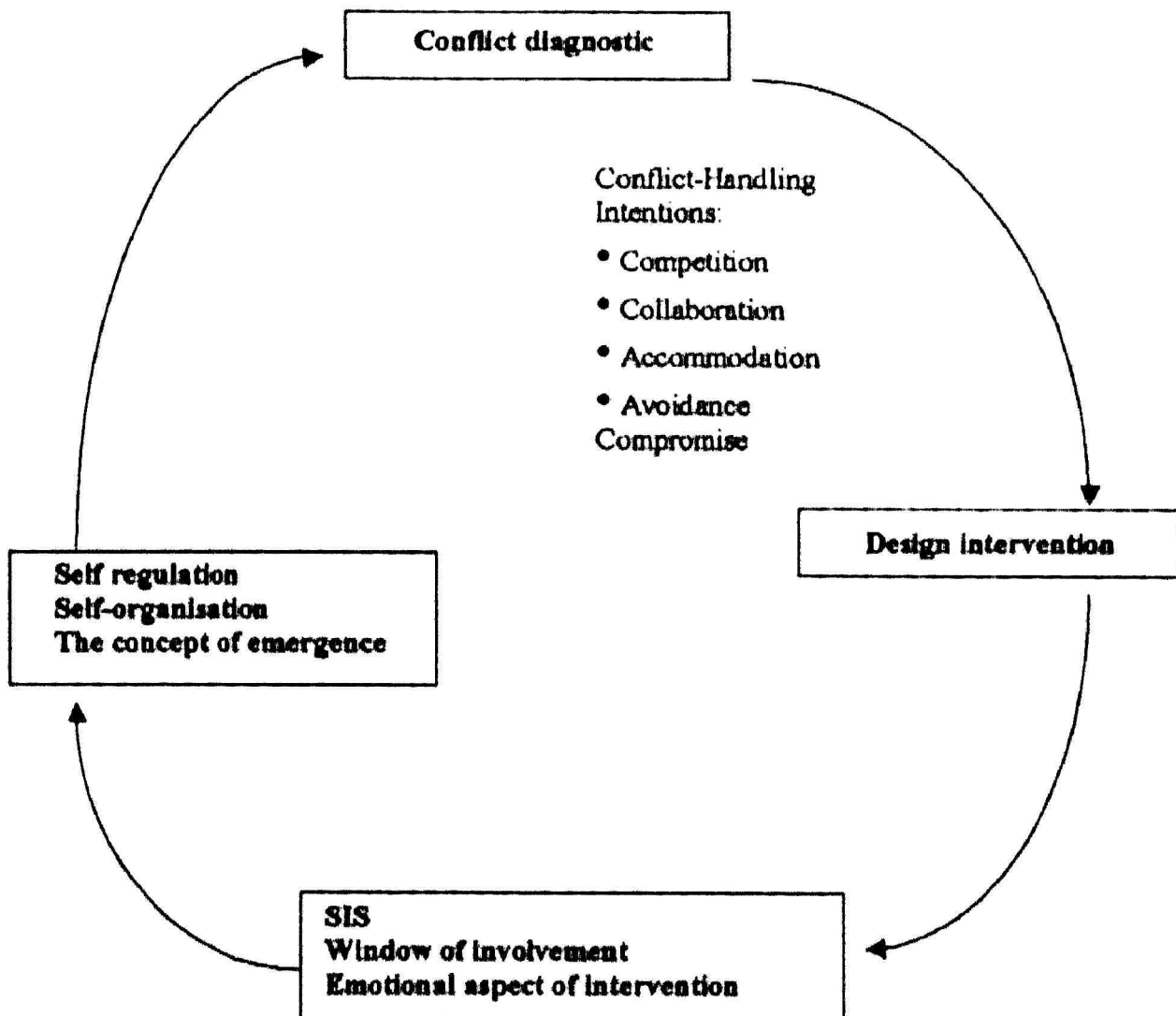
Researchers have discovered several situational factors that can affect intervention success Nicholas, "Comparative Impact"; J. Porras and P. Robertson, "Organisation Development Theory: A Typology and Evaluation", in *Research in Organisational Change and Development*, Greenwich, Conn.: JAI Press (1987). These criterias include the organisation's readiness to change, current change capability, its culture and power distributions and the change agents' skills and abilities.

When readiness to change is low, interventions need to focus first on increasing the organisation's willingness to change. If the organisation members do not have the particular knowledge and skills, then, a preliminary training intervention may be needed before members can engage meaningfully in intervention design. Concurrently, interventions have to be modified to fit the local culture, particularly when organisation development practices developed in one culture are applied to organisations in another culture (K. Johnson, "Estimating National Culture and O. D. Values," in *Global and International Organisational Development*, eds. P. Sorensen Jr., T. Head, et al. 1995) The intervention stage is the critical stage as it involves all the people in the organisation accepting the situation and the planned program.

This is then elaborated in the System Intervention Strategy Model (Yolles, 1999, pp. 238-270). System Intervention strategy (SIS) is a development of Mayon-White (Yolles, 1999, p. 238). SIS is a simple methodology applicable to complex, uncertain situations in which sufficient time and intention exists to apply the methodology. It is a structure approach that is designed to enable development of a set of intervention strategies for change by change agent, This development occurs through an iteration process that enables any strategies to be clarified and fully defined. Hence, SIS is being adopted in this research to enable the development and implementation of a set of interventions.

The implementation of resolutions to the organisation which is described as operating under the unstructured and uncertain situations, must take into cognisance the concept of self regulation, self organisation and self organisation spiral (Yolles, 1999, p. 148). Self-regulation is the maintenance of a particular variable that is organized to keep the essential variables within definable limits. It relies on negative feedback and specified limits. Self-organisation is the self-amplification of fluctuations generated in the system as a consequence of perturbations from the environment (Yolles, 1999, p. 142), proposed a generic model that addresses the emergence and possible evolution of organisations towards complexity and autonomy. It relates to self-organizing systems that are far from the equilibrium. Self-organisation is seen to occur as a spiral pattern of behaviour. Thereafter, the worlds of emergent behaviour manifests and unfolds itself, Bonabeau (2002).

Figure 3.1: Framework of study : Yusof Omar's Conflict diagnostic and resolution model



**Source : Conflict Diagnosis and Resolution Model, Dr Yusof Omar (2002).
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3.2 RESEARCH PROPOSITION

The hypothesis is that the scores need to be neutralized to four (on a scale of 1 to 7). This means that conflict is needed for normal functioning of an entity. We do not want to have an excessive conflict or no conflict at all. According to the interactionist approach that conflict could be a positive force and is necessary for a group to perform effectively. Therefore, mean score of too high above 4 or below 4 is consider not really favourable.

Proposition 1:

In the nonverbal communication (kinesics) diagnosis, a mean score of 4 will denote that conflict exists as a normal functioning in the organisation.

Proposition 2 :

In the barriers to cross-cultural communication diagnosis, a mean score of more or less 4 will denote that conflict exists as a normal functioning in the organisation.

Proposition 3 :

In the semantic difficulties diagnosis, a mean score of 4 will denote that conflict exists as a normal functioning in the organisation.

Proposition 4 :

In the structural dysfunctions diagnosis, a mean score of 4 will denote that conflict exists as a normal functioning in the organisation.

Proposition 5 :

In the personal variable differences diagnosis, a mean score of 4 will denote that conflict exists as a normal functioning in the organisation.

Proposition 6 :

In the leadership theories and styles diagnosis, a mean score of 4 will denote that there is a balance of practice of leadership theories and styles of those leaders in the organisation.

3.3 RESEARCH SELECTION OF MEASURES

The Summated Rating Method is a 7-point Likert scale used as a measurement tools for all the diagnostics of communication, structure, personal variables and leadership. Information was collected from observations and personal interviews. It is proposed that ratings of average score of 4 is required to show that conflict is necessary for an entity's functioning.

According to (Stephen Robbins, 2001, p. 384), the third school of conflict had discussed conflict as an interactionist approach that conflict is absolutely necessary for a group to perform well.

This research measures the degree of conflict existence, which would contribute to organisation's function.

3.3.1 Non verbal communication;

According to Harrison (1973), nonverbal behaviour defines and constrains communication between people, regulating the flow of interaction and providing feedback to each communicator. Harrison also suggests that kinesic gestures communicate the same content as verbal gestures in order to reinforce or flavor them.

More than a century ago, Darwin published his work "The Expression of the Emotions in Man and Animals" (1872), 13 years after his revolutionary "The Origin of the Species" (1859). Darwin claimed that we could not understand human emotional expression without understanding the expressions of animals; for, he argued, our emotional expressions are in large part determined by our evolution.

Amazingly, Darwin's book had very little influence up until 20 years ago. The empirical research on facial expressions of emotion following Darwin's

expression book was quite episodic. A number of recent trends, however, have contributed to the resurgence of interest in facial expression in the last 20 years.

These include the work of Tomkins (1962, 1963), who provided a theoretical rationale for studying the face as a means for learning about personality and emotion; the application of ethological methods and concepts to human behaviour, with emphasis placed on the biological bases of behaviour and commonalities in social behaviour across cultures; developmental psychologists' investigation.

Social interaction involves numerous forms of non-verbal communication – the exchange of information through facial expressions, gestures and body motions. The uncommitted face of the Japanese is very common. It is considered rude to overtly express your emotions in public. The "Poker Face" is used to cover up negative emotions as well as used as a shield to protect your privacy. The smile can often be an expression that conceals embarrassment, pain, or anguish. In an uncomfortable situation it is not uncommon for the Japanese to laugh nervously or smile awkwardly to conceal the true emotion.

Non-verbal communication was measured to see the existence level of a conflict using 2 variables of body language such as body motions, facial expressions and 2 variables of paralinguistic, tone of voice and pacing and pitch.

Body Language; In 1997, according to the research of Walter Goldschmidt from University of California, Los Angeles, communication through gesture, facial expression, and physical contact is as ontogenetically prior to verbal communication as it is phylogenetically. He examined the patterns of such communication between mothers and infants to show that they draw the child into the sphere of social interaction and that the subtle differences in the handling of infants sets that emotional character and tone in the infant that is suited to the expectations of its own culture.

Facial expression is one major aspect of emotion. Charles Darwin, the originator of evolutionary theory claimed that the basic modes of emotional expression are the same among all human beings. However, according to Paul Ekman and his colleagues whom have developed Facial Action Coding System (FACS), the facial expression of emotion and its interpretation are inborn in human beings Ekman, Paul (1984). Though, cultural factors influence the form of the facial movements. For example, how people smile, the precise movement of lips and other facial muscles, all vary widely between cultures.

No gestures or body motion are shown to characterize all cultures. In some societies, people nod when they mean 'no', the opposite to our practice. Gestures such as pointing, which some tend to use a great deal, seem not to exist among certain people.

A seven-point likert scale was used to measures the respondent's body language of body motions and facial expressions contributing to conflict existence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for body motions denote that the perception and opinions of respondents' body motion that causes organisational conflict is completely absent. Scale 2 for body motions denote that the perception and opinions of respondents' body motion that causes organisational conflict is absent. Scale 3 for body motions denote that the perception and opinions of respondents' body motion that causes organisational conflict is slightly absent. Scale 4 for body motions disclose that the perception and opinions of respondents' body motion that causes to organisational conflict is neutral. This is the ideal conflict level and appropriate presence for an organisation. Scale 5 for body motions denote that the perception and opinions of respondents' body motion that causes organisational conflict is slightly present. Scale 6 for body motions denote that the perception and opinions of respondents' body motion that causes organisational conflict is

present. Scale 7 for body motions denote that the perception and opinions of respondents' body motion that causes organisational conflict to norm.

Scale 1 for facial expressions indicate that the perception and opinions of respondents' body language of facial expressions that causes organisational conflict is completely absent. Scale 2 for facial expressions indicate that the perception and opinions of respondents' facial expression that causes organisational conflict is absent. Scale 3 for facial expressions indicate that the perception and opinions of respondents' facial expression that causes organisational conflict is slightly absent. Scale 4 for facial expressions disclose that the perception and opinions of respondents' facial expression that causes to organisational conflict is neutral. This is the ideal conflict level and appropriate presence for an organisation. Scale 5 for facial expressions denote that the perception and opinions of respondents' facial expression that causes organisational conflict is slightly present. Scale 6 for facial expressions denote that the perception and opinions of respondents' facial expression that causes organisational conflict is present. Scale 7 for facial expressions denotes that the perception and opinions of respondents' facial expression that causes organisational conflict to norm. The scale of below 4 and above 4 shows organisational conflict at unfavourable level and might jeopardize the organisation.

Paralinguistic was defined to include voice qualities (modifications of language and other noises) and vocalizations (noises not having the structure of language) Givens, David B (1998). This encompasses tone of voice, pacing and pitch (Robbins, 2001, p. 294). In Japan and Korea culture, the paralinguistic features, which indicate respect and politeness are openness, lowered volume and raised level of pitch David B Givens (1998). One of voice reflects psychological arousal, emotion and mood. It may also carry social information, as in a sarcastic, superior or submissive manner of speaking.

A seven-point likert scales was used to measures the respondent's paralinguistic consisting of tone of voice and pacing and pitch contributing to conflict existence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for tone of voice denotes that the perception and opinions of respondents' tone of voice that causes organisational conflict is completely absent. Scale 2 for tone of voice denotes that the perception and opinions of respondents' tone of voice that causes organisational conflict is absent. Scale 3 for tone of voice denotes that the perception and opinions of respondents' tone of voice that causes organisational conflict is slightly absent. Scale 4 for tone of voice denotes that the perception and opinions of respondents' tone of voice that causes to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict. Scale 5 for tone of voice denotes that the perception and opinions of respondents' tone of voice that causes organisational conflict is slightly present. Scale 6 for tone of voice denotes that the perception and opinions of respondents' tone of voice that causes organisational conflict is present. Scale 7 for tone of voice denotes that the perception and opinions of respondents' tone of voice that causes organisational conflict to norm.

Scale 1 for pacing and pitch denotes that the perception and opinions of respondents' pace and pitch that causes organisational conflict is completely absent. Scale 2 for pacing and pitch denotes that the perception and opinions of respondents' pacing and pitch that causes organisational conflict is absent. Scale 3 for pacing and pitch denotes that the perception and opinions of respondents' pacing and pitch that causes organisational conflict is slightly absent. Scale 4 for pacing and pitch denotes that the perception and opinions of respondents' pacing and pitch that causes to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict. Scale 5 for pacing and pitch denotes that the perception and opinions of respondents' pacing and

pitch that causes organisational conflict is slightly present. Scale 6 for pacing and pitch denotes that the perception and opinions of respondents' pacing and pitch that causes organisational conflict is present. Scale 7 for pacing and pitch denotes that the perception and opinions of respondents' pacing and pitch that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

On the whole, a seven-point likert scales was used to reflect the responsiveness and viewpoint of the respondent's body language and para-linguistics respectively to conflict existence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)". The overall degree of conflict attributed by kinesics was measured by averaging the mean scores of these four scales. This assumes that the four scales have an equal weight.

3.3.2 Cross Cultural Communication;

Based on Pei-Wen Lo (2002), cross-cultural communication is when a person from one culture sends a message to a person from another culture. The greater the difference between the sender and the receiver's cultures, the greater the chance for cross-cultural miscommunication. In this section, we look into the barriers of cross-cultural communication that consists of semantics, word connotations, tone differences and perception differences.

Words mean different things to different people particularly from various cultures (Robbins, 2001, p. 299). When we use English "yeah" as an exclamation to show agreement, Koreans use the same sounding word "ya" to address someone who is more junior or is an informal salutation. A seven-point likert scales was used to measures the respondent's word connotations contributing

to conflict existence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for word connotations denotes that the perception and opinions of respondents' word connotations that causes organisational conflict is completely absent. Scale 2 for word connotations denotes that the perception and opinions of respondents' word connotations that causes organisational conflict is absent. Scale 3 for word connotations denotes that the perception and opinions of respondents' word connotations that causes organisational conflict is slightly absent. Scale 4 for word connotations denotes that the perception and opinions of respondents' word connotations that causes to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict. Scale 5 for word connotations denotes that the perception and opinions of respondents' word connotations that causes organisational conflict is slightly present. Scale 6 for word connotations denotes that the perception and opinions of respondents' word connotations that causes organisational conflict is present. Scale 7 for word connotations denotes that the perception and opinions of respondents' word connotations that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. and Thus, it is jeopardizing the organisation.

Semantic is the aspect of language function that relates to the understanding of the meaning of words, phrases and sentences, and using words appropriately when we speak. Words imply different things in different languages. Distinction in styles of communication is apparent across various cultural groups. Communication is interpreted differently among different cultural groups Granville King III (2000). When we say "yes" in English it means, "yes, we agree" but for Koreans, "yes" translates to "ye" which has the meaning "yes, I understand" or "ok, I am listening". A seven-point Likert scale was used to measure the respondent's semantics contributing to conflict existence, ranging from

"Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for semantics denotes that the perception and opinions of respondents' semantics that causes organisational conflict is completely absent. Scale 2 for semantics denotes that the perception and opinions of respondents' semantics that causes organisational conflict is absent. Scale 3 for semantics denotes that the perception and opinions of respondents' semantics that causes organisational conflict is slightly absent. Scale 4 for semantics denotes that the perception and opinions of respondents' semantics that causes to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict. Scale 5 for semantics denotes that the perception and opinions of respondents' semantics that causes organisational conflict is slightly present. Scale 6 for semantics denotes that the perception and opinions of respondents' semantics that causes organisational conflict is present. Scale 7 for semantics denotes that the perception and opinions of respondents' semantics that causes organisational conflict to norm. This stage means that the present of organisational conflict has exceeded the appropriate level. and Thus, it is jeopardizing the organisation.

In Korean culture, the tone will change depending on personal or informal styles and formal styles. The Tone will also change depending on different situations for different cultures, such as a personal and official situation (Robbins, 2001, pp. 299-300). A seven-point likert scales was used to measures the respondent's tone differences contributing to conflict existence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for tone denotes that the perception and opinions of respondents' tone that causes organisational conflict is completely absent. Scale 2 for tone denotes that the perception and opinions of respondents' tone that causes organisational

conflict is absent. Scale 3 for tone denotes that the perception and opinions of respondents' tone that causes organisational conflict is slightly absent. Scale 4 for tone denotes that the perception and opinions of respondents' tone that causes to organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present. Scale 5 for tone denotes that the perception and opinions of respondents' tone that causes organisational conflict is slightly present. Scale 6 for tone denotes that the perception and opinions of respondents' tone that causes organisational conflict is present. Scale 7 for tone denotes that the perception and opinions of respondents' tone that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level, and Thus, it is Jeopardizing the organisation.

Communication problems occur as a result of cross cultural perception differences as individual perceptual patterns are selective, learned culturally determined consistent and inaccurate Applebaum, Shapiro & Elbarz (1998). People who speak different languages actually view the world in different ways. A seven-point likert scales was used to measure the respondent's perception differences contributing to conflict existence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for perception differences denotes that the responsiveness and view of respondents' perception differences that causes organisational conflict is completely absent. Scale 2 for perception differences denotes that the responsiveness and view of respondents' perception differences that causes organisational conflict is absent. Scale 3 for perception differences denotes that the responsiveness and view of respondents' perception differences that causes organisational conflict is slightly absent. Scale 4 for perception differences denotes that the responsiveness and view of respondents' perception differences that causes to organisational conflict is neutral. This is the ideal stage whereby

an appropriate level of organisational conflict is present Scale 5 for perception differences denotes that the responsiveness and view of respondents' perception differences that causes organisational conflict is slightly present. Scale 6 for perception differences denotes that the responsiveness and view of respondents' perception differences that causes organisational conflict is present. Scale 7 for perception differences denotes that the responsiveness and view of respondents' perception differences that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. and Thus, it is jeopardizing the organisation.

In general, a seven-point likert scale was used to reflect the perception and opinions of the respondents that caused conflict to exists due to cross-cultural communication ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)". The overall degree of conflict attributed to cross cultural communication was measured by averaging the mean scores of these four scales. This assumes that the four scales have an equal weight.

3.3.3 Semantic Difficulties;

Semantics is the aspect of language function that relates to understanding the meanings of words, phrases and sentences, and using words appropriately when we speak. Semantic difficulty is having hard time understanding the meaning of words and sentences Bowen (2001). Semantic difficulties are communication dysfunctions that happen when receivers interpret a message differently from sender's intent. Some words have different meanings for different people. For example, words such as "good" and "average" have varied interpretations (Champoux, Joseph, 2000, p. 248). Our perceptions do not always mirror reality; they are heavily influenced by our expectations and prior experiences. We observe stimulus with a preconceived notion of how it could appear and find it difficult replacing that notion with the facts (Plous, 1996 [p.2], quoted in

Meisenhelder, c2001). Semantic difficulties can be illustrated into filtering, selective perception, information overload, defensive apprehension, channels chosen and language.

According to (Stephen K.Reed, 2000, p.6), **filtering** means the part of attention in which some perceptual information is blocked out and not recognized, while other information receives attention and is subsequently recognized. Filtering limits the amount of information that can be recognized at one point of time, which might lead to misinterpretation of information. Deliberate manipulating of information to make it appear more favourable to receiver happens. A seven-point likert scales was used to measure the respondent's filtering existence which contributes to the presence of conflict , ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for filtering denotes that the perception and opinions of respondents' filtering that causes organisational conflict is completely absent. Scale 2 for filtering denotes that the perception and opinions of respondents' filtering that causes organisational conflict is absent. Scale 3 for filtering denotes that the perception and opinions of respondents' filtering that causes organisational conflict is slightly absent. Scale 4 for filtering denotes that the perception and opinions of respondents' filtering that causes to organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present. Scale 5 for filtering denotes that the perception and opinions of respondents' filtering that causes organisational conflict is slightly present. Scale 6 for filtering denotes that the perception and opinions of respondents' filtering that causes organisational conflict is present. Scale 7 for filtering denotes that the perception and opinions of respondents' filtering that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

Instead of reality, we "selectively perceive what we expect and hope to see" (Plous, 1996 [p.2], quoted in Meisenhelder, c2001). This biased phenomenon is defined as **selective perception**. Receiving information based on personal needs, experience, culture, background, etc., for most of us, perception is reality. Yet, our perceptions do not always mirror reality, They are heavily influenced by our expectations, and prior experiences. We observe stimulus with a preconceived notion of how it should appear and find it difficult replacing that notion with the facts. A seven-point likert scales was used to measure the respondent's selective perception contributing to conflict presence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for selective perception denotes that the sensitivity and opinions of respondents' selective perception that causes organisational conflict is completely absent. Scale 2 for selective perception denotes that the sensitivity and opinions of respondents' selective perception that causes organisational conflict is absent. Scale 3 for selective perception denotes that the sensitivity and opinions of respondents' selective perception that causes organisational conflict is slightly absent. Scale 4 for selective perception denotes that the sensitivity and opinions of respondents' selective perception that causes to organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present Scale 5 for selective perception denotes that the sensitivity and opinions of respondents' selective perception that causes organisational conflict is slightly present. Scale 6 for selective perception denotes that the sensitivity and opinions of respondents' selective perception that causes organisational conflict is present. Scale 7 for selective perception denotes that the sensitivity and opinions of respondents' selective perception that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

Information overload arises when the information supply, due to its volume, can no longer be processed. This includes the e-mail, phone calls, faxes, meetings and professional readings. That is why selection perception is useful. Selection perception is dependent on perceiver's interest and expectations, target's input such as physical attributes, novelty, etc and the situation setting, Jörn-Axer Meyer (1998).

The following features characterize managerial information overload;

- High information load
- Decision situation and thus pressure to receive information
- Limited processing capacity
- Resulting stress and sub optimal or dysfunctional decision behaviour procession available.

With the increase in number and importance of sophisticated telecommunications systems, microcomputers, and computer terminals in offices, we have entered an age in which information overload is an increasingly common occurrence. Information overload has been defined as information received at such rapid rate that it couldn't be assimilated Losse, R (1998). A seven-point likert scales was used to measure the respondent's information overload level, contributing to conflict presence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for information overload denotes that the perception and opinions of respondents' information overload that causes organisational conflict is completely absent. Scale 2 for information overload denotes that the perception and opinions of respondents' information overload that causes organisational conflict is absent. Scale 3 for information overload denotes that the perception and opinions of respondents' information overload that causes organisational conflict is slightly absent. Scale 4 for information overload denotes that the perception and opinions of respondents' information overload that causes to organisational conflict is neutral. This is the ideal stage whereby an appropriate

level of organisational conflict is present . Scale 5 for information overload denotes that the perception and opinions of respondents' information overload that causes organisational conflict is slightly present. Scale 6 for information overload denotes that the perception and opinions of respondents' information overload that causes organisational conflict is present. Scale 7 for information overload denotes that the perception and opinions of respondents' information overload that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

In John R. Carlson and Robert W.Z.Mud's research paper (1999), it was stated that all communication channels (telephone, conventional email) possess attributes that lead to distinct . We could have various methods of communication such as

Oral - quick transmission but greater chance of distortion

Written – permanent and verifiable record but take more time and lack of feedback & fax

Non-verbal - It conveys meaning but can be misinterpreted

Electronic media – fast and relatively inexpensive but lack feedback.

A seven-point likert scales was used to measure the respondent's communication channels usage, contributing to conflict presence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for communication channels denotes that the perception and opinions of respondents' communication channels that causes organisational conflict is completely absent. Scale 2 for communication channels denotes that the perception and opinions of respondents' communication channels that causes organisational conflict is absent. Scale 3 for communication channels denotes that the perception and opinions of respondents' communication channels that causes organisational conflict is slightly absent. Scale 4 for communication

channels denotes that the perception and opinions of respondents' communication channels that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present. Scale 5 for communication channels denotes that the perception and opinions of respondents' communication channels that causes organisational conflict is slightly present. Scale 6 for communication channels denotes that the perception and opinions of respondents' communication channels that causes organisational conflict is present. Scale 7 for communication channels denotes that the perception and opinions of respondents' communication channels that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

Words mean differently to different people. Age, education, and cultural background are obvious variables that influences language use. It is widely thought in contemporary philosophy that the limits of what is known are, at any time, determined by language. This implies the following opinions: that one cannot know anything if one lacks verbal or other unambiguous symbolic expression for it; that all we know is learnt through the language we learn, without which we would remain ignorant of all that goes to make up the human world. Furthermore , even our perceptions come to be formed and sharpened by language and the store of meaning it has conveyed to us in gradually building up whatever conceptions we may possess of society, the world and ourselves Priddy (1999).

Language is one of the pillars of the human intellect. It is the principal means whereby individuals formulate thoughts and convey them to others. It plays a role in analysing the world, in reasoning, solving problems, and planning actions Caplan (1995). Language, as a means of communication, can serve reality or hide it. By this, it expresses and influences the way in which we perceive Scaruffi (1998). We speak common English but the usage is far from uniform. Each modified the language and creating communication difficulties (Robbins,

2001, pp. 287-288). Korean English and Malaysian English and Singaporean English are different. Misunderstanding can arise quite often. Koreans use American English but Malaysian English has been localized. Language; Marx recognized that the rise of ideological consciousness was established by the division of labour; language was the primary paradigm of "productive labour" (Zerzan). A seven-point likert scales was used to measure the respondent's power language, contributing to conflict presence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for language denotes that the perception and opinions of respondents' language that causes organisational conflict is completely absent. Scale 2 for language denotes that the perception and opinions of respondents' language that causes organisational conflict is absent. Scale 3 for language denotes that the perception and opinions of respondents' language that causes organisational conflict is slightly absent. Scale 4 for language denotes that the perception and opinions of respondents' language that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present. Scale 5 for language denotes that the perception and opinions of respondents' language that causes organisational conflict is slightly present. Scale 6 for language denotes that the perception and opinions of respondents' language that causes organisational conflict is present. Scale 7 for language denotes that the perception and opinions of respondents' language that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

Defensive behaviour is defined as behaviour which occurs when an individual perceives threat or anticipates threat. Such inner feelings or outward acts tend to create similarly defensive postures in others; and if unchecked, the ensuing circular response becomes increasingly destructive. Defensive behaviour

engenders defensive listening and this in turn produces postural, facial and verbal cues, which raises the defence level of the original communicator. Defensiveness prevents the listener from concentrating upon the message. People react defensively to situations in which they feel there is a threat, conflict, or pressure. The threat, which, may be real or perceived, may be the loss of control over an interaction, situation, or person. Usually there is a triggering event, often a word which activates the listener's learned defense mechanism, Ury, William (2001).

A seven-point likert scales was used to measure the respondent's defensive apprehension behaviour contributing to conflict presence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for defensive behaviour denotes that the perception and opinions of respondents' defensive behaviour that causes organisational conflict is completely absent. Scale 2 for defensive behaviour denotes that the perception and opinions of respondents' defensive behaviour that causes organisational conflict is absent. Scale 3 for defensive behaviour denotes that the perception and opinions of respondents' defensive behaviour that causes organisational conflict is slightly absent. Scale 4 for defensive behaviour denotes that the perception and opinions of respondents' defensive behaviour that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present . Scale 5 for defensive behaviour denotes that the perception and opinions of respondents' defensive behaviour that causes organisational conflict is slightly present. Scale 6 for defensive behaviour denotes that the perception and opinions of respondents' defensive behaviour that causes organisational conflict is present. Scale 7 for defensive behaviour denotes that the perception and opinions of respondents' defensive behaviour that causes organisational conflict to norm. This stage means that the

present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

On the whole, a seven-point likert scale was used to reflect the perception and opinions of the respondent on semantic difficulties. It represents the extent of their existence would invariably retard collaboration and stimulate misunderstanding ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)". The overall degree of semantic difficulties was measured by averaging the mean scores of these six. This assumes that the six scales have an equal weight.

3.3.4 Structural Sources of Conflict;

Structure used includes variables such as size, jurisdictional ambiguities, member goal incompatibility, member goal diversity, role diversity, leadership styles, degree of dependence, and reward system ambiguities (Robbins, 2001, pp. 386-391). Research indicates that size and specialization stimulate conflict.

Leaders with higher goals or aims create stressful situations and dissatisfaction among workers; thus conflict might occur. Style of leadership may also contribute to the level of conflict in an organisation. According to Calabrese (2000), apart from the decision that leaders make, the way in which the leader directs power may create interpersonal conflict. This type of leadership style can be considered stressful leadership style where leaders use their power to control, gain conformity and compliance from their subordinates. This type of leader makes it stressful for subordinates as it implies threat. If the task is not done the way as intended and subordinates will be punished accordingly. A seven-point likert scales was used to measure the respondent's conflict presence with the stressful leadership styles, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for stressful leadership styles denotes that the perception and opinions of respondents' on stressful leadership styles that causes organisational conflict is completely absent. Scale 2 for stressful leadership styles denotes that the perception and opinions of respondents' on stressful leadership styles that causes organisational conflict is absent. Scale 3 for stressful leadership styles denotes that the perception and opinions of respondents' on stressful leadership styles that causes organisational conflict is slightly absent. Scale 4 for stressful leadership styles denotes that the perception and opinions of respondents' on stressful leadership styles that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present. Scale 5 for stressful leadership styles denotes that the perception and opinions of respondents' on stressful leadership styles that causes organisational conflict is slightly present. Scale 6 for stressful leadership styles denotes that the perception and opinions of respondents' on stressful leadership styles that causes organisational conflict is present. Scale 7 for stressful leadership styles denotes that the perception and opinions of respondents' on stressful leadership styles that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

An individual is confronted by divergent role expectations. Stress can result from role diversity. A role is defined as a pattern of behaviours: role ambiguity refers to the expectations surrounding a role, and role conflict involves the incompatibility of demands facing an individual Ilgen & Hollenbeck (1991). Research involving these constructs has culminated in three meta-analytic reviews, Abramis (1994). The general conclusion of these reviews has been that role ambiguity and role conflict tend to be associated with negatively valued states such as tension and low job satisfaction (Jackson & Schuler, 1985). The review also suggested a weak and negative relationship between both role ambiguity and job performance Abramis (1994) and role conflict and job performance Jackson & Schuler (1985). A seven-point likert scales was used to measures the respondent's conflict

presence with role diversity, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for role diversity denotes that the perception and opinions of respondents' on role diversity that causes organisational conflict is completely absent. Scale 2 for role diversity denotes that the perception and opinions of respondents' on role diversity that causes organisational conflict is absent. Scale 3 for role diversity denotes that the perception and opinions of respondents' on role diversity that causes organisational conflict is slightly absent. Scale 4 for role diversity denotes that the perception and opinions of respondents' on role diversity that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present. Scale 5 for role diversity denotes that the perception and opinions of respondents' on role diversity that causes organisational conflict is slightly present. Scale 6 for role diversity denotes that the perception and opinions of respondents' on role diversity that causes organisational conflict is present. Scale 7 for role diversity denotes that the perception and opinions of respondents' on role diversity that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

Different goals provide various alternative opinions for discussion and better creative solutions. A seven-point likert scales was used to measure the respondent's conflict presence with the different goals, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for member goal diversity denotes that the perception and opinions of respondents' on member goal diversity that causes organisational conflict is completely absent. Scale 2 for member goal diversity denotes that the perception

and opinions of respondents' on member goal diversity that causes organisational conflict is absent. Scale 3 for member goal diversity denotes that the perception and opinions of respondents' on member goal diversity that causes organisational conflict is slightly absent. Scale 4 for member goal diversity denotes that the perception and opinions of respondents' on member goal diversity that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present . Scale 5 for member goal diversity denotes that the perception and opinions of respondents' on member goal diversity that causes organisational conflict is slightly present. Scale 6 for member goal diversity denotes that the perception and opinions of respondents' on member goal diversity that causes organisational conflict is present. Scale 7 for member goal diversity denotes that the perception and opinions of respondents' on member goal diversity that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

Effective reward systems could motivate, and encourage productivity if uniformly applied and not abused. According to Blanchard (1984), managers should see if they can catch people doing things right. Recognition is widely regarded as one of the most important motivating variables for employees. Monetary and other rewards have merit, but simply acknowledging good performance can enhance the work environment, and may provide an opportunity for communication of expectations, which is the essence of role clarification. As other employees see specific work and behaviours being recognized, they may begin to modify their own behaviours to achieve the same results. A seven-point likert scales was used to measure the respondent's conflict presence with the reward system ambiguities, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for reward system ambiguities denotes that the perception and opinions of respondents' on reward system ambiguities that causes organisational conflict

is completely absent. Scale 2 for reward system ambiguities denotes that the perception and opinions of respondents' on reward system ambiguities that causes organisational conflict is absent. Scale 3 for reward system ambiguities denotes that the perception and opinions of respondents' on reward system ambiguities that causes organisational conflict is slightly absent. Scale 4 for reward system ambiguities denotes that the perception and opinions of respondents' on reward system ambiguities that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present. Scale 5 for reward system ambiguities denotes that the perception and opinions of respondents' on reward system ambiguities that causes organisational conflict is slightly present. Scale 6 for reward system ambiguities denotes that the perception and opinions of respondents' on reward system ambiguities that causes organisational conflict is present. Scale 7 for reward system ambiguities denotes that the perception and opinions of respondents' on reward system ambiguities that cause organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

The linear models of ambiguity imply that ambiguity should be avoided, and that if it is present, then increasing levels of ambiguity are going to create an increasingly dysfunctional and counter productive environment for the role incumbent. In evaluating the curvilinear impact of ambiguity, however, Singh (1993) concludes that beyond a certain point (i.e. the intermediate level), further decreases in role ambiguity through detailed procedural guidelines are likely to increase job tension and turnover intentions, especially if the task environment has low feedback and task variety. A seven-point likert scales was used to measure the respondent's conflict presence with the jurisdictional ambiguities, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for jurisdictional ambiguities denotes that the perception and opinions of respondents' on jurisdictional ambiguities that causes organisational conflict is completely absent. Scale 2 for jurisdictional ambiguities denotes that the perception and opinions of respondents' on jurisdictional ambiguities that causes organisational conflict is absent. Scale 3 for jurisdictional ambiguities denotes that the perception and opinions of respondents' on jurisdictional ambiguities that causes organisational conflict is slightly absent. Scale 4 for jurisdictional ambiguities denotes that the perception and opinions of respondents' on jurisdictional ambiguities that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present. Scale 5 for jurisdictional ambiguities denotes that the perception and opinions of respondents' on jurisdictional ambiguities that causes organisational conflict is slightly present. Scale 6 for jurisdictional ambiguities denotes that the perception and opinions of respondents' on jurisdictional ambiguities that causes organisational conflict is present. Scale 7 for jurisdictional ambiguities denotes that the perception and opinions of respondents' on jurisdictional ambiguities that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

Optimal group size relates to magnitude of externalities and the length of the search period. For short periods, large organisations perform best, while for longer time horizons, the advantage accrues to small size groups with a small number of externalities. However, over longer time horizons, with the extent of externality increases, modest increase in group size enhances performances Levitan & Lobo (1999). A seven-point likert scales was used to measure the respondent's conflict presence with optimal group size, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for size denotes that the perception and opinions of respondents' on size that causes organisational conflict is completely absent. Scale 2 for size denotes that the perception and opinions of respondents' on size that causes organisational conflict is absent. Scale 3 for size denotes that the perception and opinions of respondents' on size that causes organisational conflict is slightly absent. Scale 4 for size denotes that the perception and opinions of respondents' on size that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level organisational conflict is present. Scale 5 for size denotes that the perception and opinions of respondents' on size that causes organisational conflict is slightly present. Scale 6 for size denotes that the perception and opinions of respondents' on size that causes organisational conflict is present. Scale 7 for size denotes that the perception and opinions of respondents' on size that causes organisational conflict to norm. This stage means that the present of organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

Member goal incompatibility, different divisions have different goals; incompatible goals can lead to conflict. The Sales Import team focuses on sales and customers but the production team might have a different perspective on customers. This refers to ambiguity to the expectations surrounding the role Ilgen & Hollenbeck (1991). A seven-point likert scales was used to measure the respondent's conflict presence with member goal incompatibility, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for member goal incompatibility denotes that the perception and opinions of respondents' on member goal incompatibility that causes organisational conflict is completely absent. Scale 2 for member goal incompatibility denotes that the perception and opinions of respondents' on member goal incompatibility that causes organisational conflict is absent. Scale 3 for member goal incompatibility denotes that the perception and opinions of respondents' on

member goal incompatibility that causes organisational conflict is slightly absent. Scale 4 for member goal incompatibility denotes that the perception and opinions of respondents' on member goal incompatibility that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present. Scale 5 for member goal incompatibility denotes that the perception and opinions of respondents' on member goal incompatibility that causes organisational conflict is slightly present. Scale 6 for member goal incompatibility denotes that the perception and opinions of respondents' on member goal incompatibility that causes organisational conflict is present. Scale 7 for member goal incompatibility denotes that the perception and opinions of respondents' on member goal incompatibility that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

The higher the degree of dependence, the higher the level of conflict exists because individuals or groups' goals and the required working results differ. Different working styles might not complement the others' requirement. It is argued and demonstrated that group members expecting continued interdependence (to work with a partner twice) are likely to equal their fellow worker's effort expenditure, whereas group members expecting no continued interdependence (to work only on first task) are likely to exert effort efficiently. The results are discussed in various theoretical perspectives Groenenboom (1999). A seven-point likert scales was used to measure the respondent's conflict presence with the degree of dependence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for degree of dependence between groups denotes that the perception and opinions of respondents' on degree of dependence between groups that causes organisational conflict is completely absent. Scale 2 for degree of

dependence between groups denotes that the perception and opinions of respondents' on degree of dependence between groups that causes organisational conflict is absent. Scale 3 for degree of dependence between groups denotes that the perception and opinions of respondents' on degree of dependence between groups that causes organisational conflict is slightly absent. Scale 4 for degree of dependence between groups denotes that the perception and opinions of respondents' on degree of dependence between groups that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present . Scale 5 for degree of dependence between groups denotes that the perception and opinions of respondents' on degree of dependence between groups that causes organisational conflict is slightly present. Scale 6 for degree of dependence between groups denotes that the perception and opinions of respondents' on degree of dependence between groups that causes organisational conflict is present. Scale 7 for degree of dependence between groups denotes that the perception and opinions of respondents' on degree of dependence between groups that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

Overall, a seven point likert scale was used to reflect the perception and opinions of the respondent on the existence of structural conflict variables contributing to conflict level ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)". The overall degree of structural difficulties was measured by averaging the mean scores of these eight scales. This assumes that the eight scales have an equal weight.

3.3.5 Personal Variables;

Individual differences are based on each persons individual value systems and personal characteristics (Robbins, 2001, pp. 387-388).

Differing Individual Value System; Values represent a specific mode of conduct which is personally or socially preferable. It contains judgmental element ideas held by individuals or groups about what is desirable, proper, good or bad values (Robbins, 2001, pp. 387-388). Differing values represent key aspects of variations in human culture. An Individual's value is strongly influenced by the specific culture in which they happen to live and on their upbringing. A seven-point likert scales was used to measure the respondent's differing individual value system contribute to conflict presence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for differing individual value system denotes that the perception and opinions of respondents' on differing individual value system that causes organisational conflict is completely absent. Scale 2 for differing individual value system denotes that the perception and opinions of respondents' on differing individual value system that causes organisational conflict is absent. Scale 3 for differing individual value system denotes that the perception and opinions of respondents' on differing individual value system that causes organisational conflict is slightly absent. Scale 4 for differing individual value system denotes that the perception and opinions of respondents' on differing individual value system that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present . Scale 5 for differing individual value system denotes that the perception and opinions of respondents' on differing individual value system that causes organisational conflict is slightly present. Scale 6 for differing individual value system denotes that the perception and opinions of respondents' on differing individual value system that causes organisational conflict is present. Scale 7 for differing individual value system denotes that the perception and opinions of respondents' on differing individual value system that causes organisational conflict to norm.

This stage means that the present organisational conflict has exceeded excess the appropriate level. Thus, it is jeopardizing the organisation.

Personality types; an individual capable of moral agency. A theory that human nature differs widely except in the functional description of both mental and physical feature. Individuals have different ways to reacts and interact with others, have different thoughts, which is generally influenced by heredity, environment and situation. Some have people oriented personality styles while others have result-oriented styles. The persistent identity of personality is a matter of special concern for decision-making and imposition of moral sanctions that are fair and effective Perry (1978 & 2002). Myers-Briggs Type Indicator (MBTI) is recognized as the most widely used personality inventory in the world with about two and a half million individuals being "typed" in 1995. It is "designed to make Jung's theory of psychological types understandable and useful in everyday life." (Myers, 1993, p. 1) It attempts to differentiate personal preferences on four scales: extroversion-introversion, sensing-intuition, thinking-feeling and judging-perceiving (Myers, 1993, p. 9).

A seven-point likert scales was used to measure the respondent's personality types to conflict presence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for personality types denotes that the perception and opinions of respondents' on personality types that causes organisational conflict is completely absent. Scale 2 for personality types denotes that the perception and opinions of respondents' on personality types that causes organisational conflict is absent. Scale 3 for personality types denotes that the perception and opinions of respondents' on personality types that causes organisational conflict is slightly absent. Scale 4 for personality types denotes that the perception and opinions of respondents' on personality types that causes organisational conflict is neutral.

This is the ideal stage whereby an appropriate level of organisational conflict is present. Scale 5 for personality types denotes that the perception and opinions of respondents' on personality types that causes organisational conflict is slightly present. Scale 6 for personality types denotes that the perception and opinions of respondents' on personality types that causes organisational conflict is present. Scale 7 for personality types denotes that the perception and opinions of respondents' on personality types that causes organisational conflict to norm. This stage means that the present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

Psychographics describe psychological characteristics Kahneman & Riepe (1998). An individual background and past experiences can play a significant role in the decisions made. A system is used to measure our beliefs, opinions and interests by including the psychological information such as religious beliefs, music tastes, personality traits, etc. For example, Koreans tends to entertain themselves after work by drinking and eating together. A seven-point likert scales was used to measure how the respondent's psychographics contribute to conflict presence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for psychographics denotes that the perception and opinions of respondents' on psychographics that causes organisational conflict is completely absent. Scale 2 for psychographics denotes that the perception and opinions of respondents' on psychographics that causes organisational conflict is absent. Scale 3 for psychographics denotes that the perception and opinions of respondents' on psychographics that causes organisational conflict is slightly absent. Scale 4 for psychographics denotes that the perception and opinions of respondents' on psychographics that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present. Scale 5 for psychographics denotes that the perception and opinions of respondents' on psychographics that causes organisational conflict is slightly

present. Scale 6 for psychographics denotes that the perception and opinions of respondents' on psychographics that causes organisational conflict is present. Scale 7 for psychographics denotes that the perception and opinions of respondents' on psychographics that causes organisational conflict to norm. This stage means that the present of organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

Theological practices; 45% of the Korean population are Buddhists and the rest are Christians .. Some strong believers (which religion) feel that they are sinful because entertainment such as drinking and smoking are not encouraged in their religion. However, rituals and customs are strongly influenced by Confucianism for all Buddhist and Christian believers. A seven-point likert scales was used to measure how the respondent's theological practices contribute to conflict presence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for theological practices denotes that the perception and opinions of respondents' on theological practices that causes organisational conflict is completely absent. Scale 2 for theological practices denotes that the perception and opinions of respondents' on theological practices that causes organisational conflict is absent. Scale 3 for theological practices denotes that the perception and opinions of respondents' on theological practices that causes organisational conflict is slightly absent. Scale 4 for theological practices denotes that the perception and opinions of respondents' on theological practices that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present Scale 5 for theological practices denotes that the perception and opinions of respondents' on theological practices that causes organisational conflict is slightly present. Scale 6 for theological practices denotes that the perception and opinions of respondents' on theological practices that causes organisational conflict is present. Scale 7 for theological practices denotes that the perception and opinions of respondents' on theological practices that causes organisational conflict to norm. This stage means that the present

organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

Physical characteristics; A human body is a remarkable design which can tell us a great deal about the way of life. Some important characteristics can be observed in the features of our body, our special advantages, physical limitations and the distinctive way we mature as individuals.

Every individual has different physical characteristics that might affect the perception or first impression of others. A good and appealing look might attract some people, while it might not attract others. . Physical characteristics, like a pleasant and healthy look will be favourable for jobs, as most organisation will avoid physical effects that would affect an organisation's performance. Age is another factor that forms different understanding and communication among individuals especially from different cultural background. A seven-point likert scales was used to measure the respondent's physical characteristics which contribute to conflict presence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for physical characteristics denotes that the perception and opinions of respondents' on physical characteristics that causes organisational conflict is completely absent. Scale 2 for physical characteristics denotes that the perception and opinions of respondents' on physical characteristics that causes organisational conflict is absent. Scale 3 for physical characteristics denotes that the perception and opinions of respondents' on physical characteristics that causes organisational conflict is slightly absent. Scale 4 for physical characteristics denotes that the perception and opinions of respondents' on physical characteristics that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present . Scale 5 for physical characteristics denotes that the perception and opinions of respondents' on physical characteristics that causes organisational conflict is

slightly present. Scale 6 for physical characteristics denotes that the perception and opinions of respondents' on physical characteristics that causes organisational conflict is present. Scale 7 for physical characteristics denotes that the perception and opinions of respondents' on physical characteristics that causes organisational conflict to norm. This stage means that present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

Mental and philosophical characteristics; mental ability influences how fast an individual can learn the job and how readily the person can adapt to changes during the job. The more complex the job is, the more is required of an individual's cognitive ability. Wagner, III & Hollenbeck (1995). Koreans & Malaysians have different mental and philosophical characteristics. As Korea is a more male-dominant country, many still have the perception that women are not supposed to have strong ideas and the freedom to express themselves. Men are supposed to make decisions for women to follow. Besides that, Confucianism, a philosophy of life that emphasizes social and natural order, social obligation, harmony and respect for age is integral to Korean culture. A seven-point likert scales was used to measure the respondent's mental and philosophical characteristics which contribute to conflict presence, ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)".

Scale 1 for mental and philosophical characteristics denotes that the perception and opinions of respondents' on mental and philosophical characteristics that causes organisational conflict is completely absent. Scale 2 for mental and philosophical characteristics denotes that the perception and opinions of respondents' on mental and philosophical characteristics that causes organisational conflict is absent. Scale 3 for mental and philosophical characteristics denotes that the perception and opinions of respondents' on mental and philosophical characteristics that causes organisational conflict is

slightly absent. Scale 4 for mental and philosophical characteristics denotes that the perception and opinions of respondents' on mental and philosophical characteristics that causes organisational conflict is neutral. This is the ideal stage whereby an appropriate level of organisational conflict is present . Scale 5 for mental and philosophical characteristics denotes that the perception and opinions of respondents' on mental and philosophical characteristics that causes organisational conflict is slightly present. Scale 6 for mental and philosophical characteristics denotes that the perception and opinions of respondents' on mental and philosophical characteristics that causes organisational conflict is present. Scale 7 for mental and philosophical characteristics denotes that the perception and opinions of respondents' on mental and philosophical characteristics that causes organisational conflict to norm. This stage means that present organisational conflict has exceeded the appropriate level. Thus, it is jeopardizing the organisation.

Generally, a seven-point likert scale was used to reflect the perception and opinions of the respondent ranging from "Completely absent (=1), Absent (=2), Slightly absent (=3), neutral (=4), Slightly present (=5), Present (=6), to norm (=7)". The overall degree of personal variables sources of conflict was measured by averaging the mean scores of these six.

3.3.6 Leadership theories and styles;

The role of communication skills is stressed in industrial-organisational literature as the key to solving many problems. Good communication skills are necessary for leadership Viswesvaran, Schmidt and Ones (1998). A Spanish version of the Multifactor Leader Questionnaire Bass & Avolio (1990) was used to test Bass's theory of transformational leadership with 402 employees and managers in the Dominican Republic. The influence of transformational and transactional leadership styles on group and supervisor effectiveness, satisfaction, innovativeness, extra effort and participative decision-making was examined.

Moreover, the influence of cultural values as measured with the Values Survey Module Hofstede (1982) was also examined. Bivariate correlation analyses and hierarchical multiple regression analyses provided some support for the generalization of Bass's theory. Subordinates of transformational leaders reported greater satisfaction, effectiveness, effort and innovativeness than did subordinates of transactional or laissez-faire leaders. Subordinates of transactional leaders reported more participation in decision-making. Values for competition/ cooperation, individualism/ collectivism, family focus and masculinity or femininity exerted little effect beyond the influence of leadership style, Urbacz, and Davis (1998).

Leadership theories and styles that give rise to conflict is result of their imbalance manifestations in practice. Leadership in action consists of a myriad juxtaposition of theories and styles which a leader or manager consciously or unconsciously manifests

The imbalances of leadership theories in practice that can be calibrated are trait, behavioural, development oriented, cognitive resource theory and situational path goal.

Trait theories differentiate characteristics of individuals of leaders and non-leaders. This theory relates various traits that associated with leadership success, physically or intellectually Doyle & Smith (1999).

- (i) An Ambitious and energetic personality is a positive attitude that could develop and enhanced a task given. These characteristics could motivate others to endeavour in whatever undertakings.
- (ii) Desire to lead is a motivation to be a leader; to make decisions, solving problems, to lead others from whatever dilemma or difficulties.
- (iii) Honesty and Integrity are values gained genetically and with the upbringing environment; these values affect the mode of

behaviour of a person's decision-making and act. Indirectly, this would also gain the trust from other parties.

- (iv) Self-confidence could provide someone the weapon to confront others in whatever discussion, negotiation and decision-making. An Individual that has the trust or self-assurance that whatever they do is the right choice should go ahead with whatever they have to do. This could prevent procrastination . By having self-confidence, it would make it easier for anyone to stand up for his or her own beliefs. Would be more effective in influencing others.
- (v) Intelligence is related to intellectual abilities; different jobs demand different use of intellectual abilities. Verbal abilities are important for a salesperson or marketer; abilities in inductive and deductive reasoning could allow a person to make a forecast or choose wisely in performing a job.
- (vi) Job-relevant knowledge is an important factor to help prepare a person to undertake a job. This might not help him to perform better but could assist in overcoming stress and obstacles ahead. Willingness to learn would be a stepping-stone and with time and experience could enhance their job-knowledge, to increase efficiency and effectiveness.

Scale 1 means that conflict which arises from trait theories is at very low emphasis. Scale 2 means that conflict which arises from trait theories is at low emphasis. Scale 3 means that conflict which arises from the trait theories is a slightly low emphasis. Scale 4 means that presence of conflict is neutral. This is an ideal stage to achieve. . Scale 5 means that conflict which arises from trait theories is at slightly high emphasis. Scale 6 means that conflict which arises from the trait theories is at high emphasis. Scale 7 means that conflict which arises from trait theories is at very high emphasis. This stage is the most

undesirable level as the existence of conflict is jeopardizing the performance and efficiency of the organisation.

Behavioural Theories

(i) Ohio State;

The initiating structure is investigating the determinants of leader behaviour and to determine the effects of leadership style on work-group performance & satisfaction. In another words, a leader defines and structures employees' roles and his own role to attain goals.

Consideration to the extent of job relationships characterized by mutual trust, respect for others' ideas and feelings.

(ii) University of Michigan;

Two leadership styles identified ~ employee-oriented, emphasizes interpersonal relations, and ~ production oriented, emphasizes technical aspects of the job.

Scale 1 means that conflict which arises from behavioural theories is at very low emphasis. Scale 2 means that conflict which arises from behavioural theories is at low emphasis. Scale 3 means that conflict which arises from the behavioural theories is at slightly low emphasis. Scale 4 means that the presence of conflict is neutral. This is an ideal stage to achieve. Scale 4 is the desirable level. Scale 5 means that conflict arising from behavioural theories is at slightly high emphasis. Scale 6 means that conflict arising from the behavioural theories is at high emphasis. Scale 7 means that conflict arising from behavioural theories is at very high emphasis. This stage is the most undesirable level as the existence of conflict is jeopardizing the performance and efficiency of the organisation.

Development-Oriented leadership

- (i) Generating experiments
- (ii) Seeking new ideas
- (iii) Promoting change

Scale 1 means that conflict arising from Development oriented Leadership theories are at very low emphasis. Scale 2 means conflict arising from Development oriented Leadership theories is at low emphasis. Scale 3 means that conflict arising from the Development oriented Leadership theories is at slightly low emphasis. Scale 4 means that the presence of conflict is neutral. This is an ideal stage to achieve. Scale 4 is the desirable level. Scale 5 means that conflict arising from Development oriented Leadership theories is at slightly high emphasis. Scale 6 means that conflict arising from the Development oriented Leadership theories is at high emphasis. Scale 7 means that conflict arising from Development oriented Leadership theories is at very high emphasis. This stage is the most undesirable level as the existence of conflict is jeopardizing the performance and efficiency of the organisation.

Although Fred Fiedler's Leadership Contingency Model has received considerable criticism regarding the means for measuring task and relationship oriented leadership, the model still has much utility. However, Fiedler, Garcia, and Vecchio have gone on to focus attention and efforts on additional aspects of leadership formulated in the Cognitive Resources Theory (CRT). This theory examines the role of intellectual and other cognitive abilities on leader performance. Intelligence and experience are two key variables in the theory. Intelligence is one's overall effectiveness as measured by standard IQ tests. Experience includes learned behaviours and skills that are acquired over the years by performing various tasks. These two variables can affect team performance, depending on the level of stress present. Stress is defined as the level of interpersonal conflict and concerns about performance with superiors or during organisational disruptions as during mergers, reorganisations and transitions.

This theory states that stress unfavourably effects the situation, and intelligence and experience can lessen the influence of stress on the leader.

- a) Communication
- b) Directive behaviour
- c) Plans
- d) Decisions
- e) Strategies

Scale 1 means that conflict arising from Cognitive Resource Theories (CRT) is at very low emphasis. Scale 2 means conflict arising from CRT is at low emphasis. Scale 3 means that conflict arising from the CRT is at slightly low emphasis. Scale 4 means that the presence of conflict is neutral. This is an ideal stage to achieve. Scale 4 is the desirable level. Scale 5 means that conflict arising from CRT is at slightly high emphasis. Scale 6 means that conflict arises from the CRT is at high emphasis. Scale 7 means that conflict arising from CRT is at very high emphasis. This stage is the most undesirable level as the existence of conflict is jeopardizing the performance and efficiency of the organisation.

The "situational leadership" approach contains an underlying assumption that different situations require different types of leadership, while the contingency approach attempts to "specify the conditions or situational variable that moderate the relationship between leader traits or behaviours and performance criteria" (Hoy & Miskel, 1987, p. 274). Fiedler (1987), by differentiating leadership styles and behaviour, it concluded that leadership styles indicate leaders' motivational system and those leadership behaviors are leaders' specific actions. It is believed that group effectiveness was a result of the leaders' style and the situation's favourableness. House's (1971) Path-Goal Theory included the interaction of leadership behaviours with situation characteristics in determining the leaders' effectiveness. House identified four leadership behaviours: directive, achievement-oriented, supportive, and participative, and two situational variables (subordinates' personal characteristics and environmental demands such as the

organisation's rules and procedures) that most strongly contributed to leaders' effectiveness.

Scale 1 means that conflict arising from Situational Leadership theories is at very low emphasis. Scale 2 means conflict arising from Situational Leadership theories is at low emphasis. Scale 3 means that conflict arising from the Situational Leadership theories is at slightly low emphasis. Scale 4 means that the presence of conflict is neutral. This is an ideal stage to achieve. Scale 4 is the desirable level. Scale 5 means that conflict arising from Situational Leadership theories is at slightly high emphasis. Scale 6 means that conflict arising from the Situational Leadership theories is at high emphasis. Scale 7 means that conflict arising from Situational Leadership theories is at very high emphasis. This stage is the most undesirable level as the existence of conflict is jeopardizing the performance and efficiency of the organisation.

The imbalances of leadership styles in practice that can be calibrated are charismatic, transactional, transformational and visionary.

Charismatic Leadership Style has been divided into 6 attributes;

- (i) Vision and articulation ~ Have a vision of how good things can be and be able to communicate to others about goal-sharing
- (ii) Personal risk ~ to decide on certain decisions or taking up a challenge is a personal risk a leader takes in order to attempt success. He or she also would be taking up personal responsibility in helping to solve problems.
- (iii) Sensitivity to environment ~ Awareness of the external and internal factors of the environment that might affect the organisation or situation of the subordinates. Must have this ability to be able to overcome and handle unexpected obstacles.
- (iv) Sensitivity to followers ~ must be aware and view subordinate problems or opinions because different groups have different

perspectives. This way of involving the subordinates could assist the leader in gaining more support for success.

- (v) Unconventional behaviour ~ to have informal ways to encourage subordinates by providing counselling sessions, gatherings or outings together could stimulate employees to think and work in new ways.

Transactional leadership styles, however, according to Avolio and Bass (1988) in the transactional model, the leader recognizes what the followers need to do to attain a goal, clarifies the follower's roles to fulfil those goals, and helps create a confidence that increases the effort that will lead to a desired outcome. In the study of Howell and Avolio (1993), the key personality variables of leaders were compared. Those who displayed less management by exception and less contingent reward, were found to be characteristics of transactional leaders.

Laissez-Faire comes from the French word meaning "allow to do". The laissez-faire leader takes no initiative in directing or managing the group. In other words, the leader allows the group to develop on its own, as it has no real authority. Specifically, the leader answers questions, provides information, or gives no reinforcement to the group. Furthermore, the leader evaluates and criticizes little, and is thereby non-threatening. The leader allows the members to make their own decisions.

- i) Contingent reward ~ rewards are given contingent on performance (to encourage high performance)
- ii) Laissez Faire ~ withdraw from responsibilities, avoids making decisions
- iii) Management by exception (active) ~ watch and search for deviations from rules and standards and take corrective action
- iv) Management by exception (passive) ~ Intervenes only when standards are not met

In the transformational model, the leader communicates a vision to the subordinates, which motivates the followers. According to Hater and Bass (1988)

research has shown that subordinates' perceptions of transformational leadership adds to the subordinates' satisfaction and effectiveness rating beyond that of transactional leadership. Burns (1978) contrasted transformational leaders from transactional leaders, which he described as leaders who motivated by appealing to followers' self-interest. Working with Burns' (1978) definition of transformational leadership, Bass (1985) asserts that these leaders motivate followers by appealing to strong emotions regardless of the ultimate effects on the followers and do not necessarily attend to positive moral values.

Howell and Frost (1989) conducted a study comparing charismatic, structuring and considerate leaders and measured how their leadership styles affected workers. The results revealed subjects working under charismatic leaders, a characteristic of transformational leadership style, demonstrated high task performance, task adjustment and adjustment to the leader of the group.

- i) Charisma ~ can communicate shared goals, convey confidence in self and others, very good social skills and emotional intelligence.
- ii) Inspiration ~ make subordinates aware of the importance of job performance to organisation and aware of own needs for personal growth.
- iii) Intellectual stimulation ~ openly share information with subordinates so that they are aware of problems and need for change. The leader engages and empowers subordinates to take personal responsibility for helping to solve problems. Promotes intelligence and rationality.
- iv) Individualized consideration ~ motivate subordinates to work for the good of organisation as a whole and not just for own personal benefit. Maintaining a good relationship with subordinates; giving personal attention, treats each individually, coaches, sending personal thank you notes, lunch or dinner from

time to time with subordinates in getting to know them better personally and formally.

All leaders have the capacity to create a compelling vision, one that takes people to a new place, and the ability to translate that vision into reality" (Bennis, 1990). Current leadership literature frequently characterizes the leader as the vision holder, the keeper of the dream, or the person who has a vision of the organisation's purpose.

An important aspect of vision is the notion of "shared vision." "Some studies indicate that it is the presence of this personal vision on the part of a leader, shared with members of the organisation, that may differentiate true leaders from mere managers" (Manasse, 1986, pp. 150-153 quoted in Bostick, Janice, 1993). A leader's vision needs to be shared by those who will be involved in the realization of the vision. Murphy (1988) applied shared vision to previous studies of policy makers and policy implementation. Murphy, 1988, p. 655 quoted in Bostick, Janice, 1993) stressed the need for the development of a shared vision. The vision of an organisation is developed collaboratively or initiated by the leader and agreed to by the followers, it becomes the common ground, the shared vision that compels all involved. "Vision comes alive only when it is shared" Westley and Mintzberg (1989).

Scale 1 means that conflict arising from Leadership Styles is at very low emphasis. Scale 2 means conflict arising from Leadership Styles is at low emphasis. Scale 3 means that conflict arising from the Leadership Styles is at slightly low emphasis. Scale 4 means that present of conflict is neutral. This is an ideal stage to achieve. Scale 4 is the desirable level. Scale 5 means that conflict arising from Leadership Styles is at slightly high emphasis. Scale 6 means that conflict arising from the Leadership Styles is at high emphasis. Scale 7 means that conflict arising from Leadership Styles is at very high emphasis. This stage is the most undesirable level as the existence of conflict is jeopardizing the performance and efficiency of the organisation.

A seven-point likert scale was used to reflect the perception and opinions of the respondent ranging from "very low emphasis (=1), Low (=2), Slightly Low (=3), neutral (=4), Slightly high (=5), high (=6), to very high emphasis (=7)". The overall degree of conflict attributed to the practicalities of leadership theories and styles was measured by averaging the mean scores of these. This assumes that these scales have an equal weight. You need to define what you are measuring and give reasons about your scores based on your interpretation of events.

3.4 SAMPLING DESIGN

Sociologists are interested in the characteristics of large numbers of individuals. It would be impossible to study all these people directly, so in such situations, the research concentrates on a small proportion of the overall group, a sample of the total (Giddens, 1992, p. 673). Results deriving from a survey of a population sample can be generalized to the whole of that population. A sampling design is intended to ensure that resulting data are adequately representative of the target population and defensible for their intended use. Throughout the sampling design process, a critical consideration is the efficient use of time, money and human resources.

The sample size was chosen from three teams from Steel Export Department of a Korean Trading conglomerate, SHC Corporation, in Seoul, South Korea. The total sample size was 16 persons from three different teams comprising of three General Managers, four Managers, six Assistant Managers, two Executives and one Clerical. They were selected, as they were the people who I was most familiar with and always dealt with.

3.5 DATA COLLECTION PROCEDURE

Delbridge and Kirkpatrick (1994) categorize the types of data generated by participant observation as primary, secondary and experiential. In this research, only two types of data are being used, namely primary observations and secondary observations. Primary observations involves noting what was happening (were involved as what happened) or the observer was recording what was said at the time. Statements by the observer of what happened or what was said as well as the observer's interpretation, i.e., secondary observations were also being used. The Type of observation used in this research was the semi-structured observation.

According to (Robson, 1993, p. 197), participant observation is likely to be an informal discussion. Robson suggested that the data collected should be classed as descriptive observation and narrative account. In descriptive observation, the observer will concentrate on observing the physical setting, the key participants and their activities, particular events and their sequences; and the attendant processes and emotions involved. This description was made based on the writing of a narrative account. Thereafter, the observation was conducted in several situations including the organisation's external and internal environment, groups and individuals task or job environment, business trips, formal and planned meetings, informal meetings, social events such as eating lunch and taking breaks, during dialogues, training session, informal conversations and during handling customers or outsiders. This prolonged engagement was essential to ensure the trustworthiness of the research data.

After the observation period is over, the observer fills up an instrument, which requires the observer to put an analysis on the baseline assessment of the organisation or departments against the conflict functional variables using the measurement scales mentioned before. In some grey area, the observer will conducted open-ended interviews with the respective individuals with the

predetermined questions covering certain topics on the job level and the personal characteristics of the individuals. The observer will interview the respondents personally to find out their opinions.

The phenomenological approach to participant observation emphasizes intersubjective understanding and empathy. Bruyn (1966) outlined four elements in this approach:

1. Awareness of time: Record the temporal phases of research according to the sequence of experience of the observer in relation to the surroundings (ex., newcomer, imminent migrant, etc, that is, as the researcher is about to leave the community).
2. Awareness of the physical environment: Record the relations of people to their physical environment as they perceive it, not as the researcher conceptualizes or even experiences it.
3. Awareness of contrasting experiences: Record the experiences of people under contrasting social circumstances; meanings cannot be assessed under one set of circumstances because they are relative to the setting.
4. Awareness of social openings and barriers: Record the changes in meaning as the participant observer is admitted into narrower social regions, transitioning from stranger to member to insider. Determining vocabulary concepts is a major focus of participant observation, seeking to illuminate the intersubjective meanings of critical terms.

In general, in the phenomenological approach, the participant observer seeks out the meaning of the experiences of the group being studied from each of the many different perspectives within it.

3.6 DATA ANALYSIS TECHNIQUES

The data analysis employed under this research is by obtaining the mean score with the number of range 1 to 7 across every diagnostics dimension of non verbal communication, barriers to cross-cultural communication, semantic difficulties, structural difficulties, structural dysfunctions, personal variables, leadership theories and leadership styles.

According to the proposition of the study, the average mean score of value 4 is consider to show conflict existence as favourable and normal functioning in the organisation. The conflict level existence which are shown with mean score above 4 or below 4 are to be consider under intervention program whereby the mean score would be try to be bring to the level of 4.