

**Conflict Diagnostic And Resolution**  
**(A Case Study In A Property Management**  
**Organisation)**

**Sim Eik Tzu**

**Bachelor of Economics with Honours**  
**Northern University Malaysia**  
**1997**

**Submitted to the Faculty of Business and**  
**Accountancy, University of Malaya, in partial**  
**fulfilment of the requirements for the Degree of**  
**Master of Business Administration**

**April 2003**



## **ACKNOWLEDGEMENTS**

This paper is written in partial fulfillment of the requirements for the Degree of Master of Business Administration, University Malaya. In the course of this study, I would like to express my appreciation to Dr. Mohd Yusof Dato Omar, whom I have benefited greatly under his supervision. Thank you for his valuable suggestion to this topic and his constant guidance that enable the completion of this paper. I would also like to extend my greatest appreciation to my parents, MBA friends, superior and colleagues who have given me all the support throughout the preparation of this paper. Nevertheless, I apologized for any shortcoming of this paper

University Malaya  
Kuala Lumpur  
April 2003

Sim Eik Tzu

# TABLE OF CONTENTS

## Chapter 1 – Introduction

1.0	Overview	1
1.1	Objective of Study	3
1.2	Significance of the Study	3
1.3	Scope of the Study	4
1.4	Limitations of Study	4
1.5	Organisation of Study	4
1.6	Organisation Selected for this Study	5

## Chapter 2 – Literature Review 6

## Chapter 3 – Research Methodology

3.0	Research Framework	13
3.1	Research Propositions	18
3.2	Diagnostic Measurement	19
3.2.1	Nonverbal Communication Diagnostic	19
3.2.2	Barriers to Cross-Cultural Communication Diagnostic	24
3.2.3	Semantic Difficulties Diagnostic	28
3.2.4	Structural Dysfunctions Diagnostic	35
3.2.5	Personal Variables Diagnostic	44
3.2.6	Leadership Theories and Styles Diagnostic	51
3.3	Sampling Design	66
3.4	Data Collection Method	67
3.4.1	Observation	68
3.4.2	Informal Interviews	69
3.5	Data Analysis Techniques	69

## Chapter 4 – Research Results

4.0	Summary Statistics of Samples	71
4.1	Analysis of Measures	72

4.1.1	Analysis of Measures for Nonverbal Communication Diagnostic	73
4.1.2	Analysis of Measures for Barriers to Cross-Cultural Communication Diagnostic	75
4.1.3	Analysis of Measures for Semantic Difficulties Diagnostic	79
4.1.4	Analysis of Measures for Structural Dysfunctions Diagnostic	84
4.1.5	Analysis of Measures for Personal Variable Differences Diagnostic	90
4.1.6	Analysis of Measures for Leadership Theories and Styles Diagnostic	94

## **Chapter 5 – Recommendation and Conclusion**

5.0	Recommendations	102
5.1	Gantt Chart for Proposed Intervention	103
5.2	Man-Days Costing	103
5.3	Proposed Intervention	
5.3.1	Human Process Intervention	107
5.3.1.1	Team Building	109
5.3.2	Human Resources Management Intervention	111
5.3.2.1	Performance Management Intervention	112
5.3.2.2	Career Planning and Development Intervention	114
5.3.3	Technostructural Intervention	115
5.3.3.1	Employee Involvement	117
5.3.3.2	Work Design	119
5.3.4	Strategic Intervention	120
5.3.4.1	Communication Training	122
5.3.4.2	Leadership Skills Workshop	124
5.4	Suggestion for Further Studies	128

## **References**

## **Appendices**

Appendix 1 – Likert Scale

Appendix 2 – Scores from Diagnostic

Appendix 3 – Gantt Chart for Proposed Intervention

## **Tables**

Table 1 - Summary Statistics Of Samples

Table 2 - Frequency Analysis For Nonverbal Communication

Table 3 - Frequency Analysis For Barriers to Cross-Cultural Communication

Table 4 - Frequency Analysis For Semantic Difficulties

Table 5 - Frequency Analysis For Structural Dysfunctions

Table 6 - Frequency Analysis For Personal Variables

Table 7 - Frequency Analysis For Leadership Theories and Styles

Table 8 - Summary of the Critical Areas Identified

Table 9 - Total Estimated Budget Training Cost

Table 10 - Man-Days Costing

Table 11-13 Summary of the Extract of Frequency Analysis for Critical Areas

## **ABSTRACT**

The study used the Yusof Omar's Conflict Diagnostic And Resolution Model (2002) (Unpublished manuscript, University of Malaya, Kuala Lumpur) to show a detail study on the testing of the model. A local property management organisation was used to test the model.

This first section touched on the conflict diagnosis where it consist of six types of diagnosis which are the nonverbal communication, barriers to cross-cultural communication, semantic difficulties, structural dysfunctions, personal variable differences and leadership theories and leadership styles diagnosis. The data collection method used was observation. A sample size of 42 was used in this study. The data analysis used in this study is to obtain the mean score across the dimensions of the conflict diagnosis. The mean score obtained from this study will be in the range of 1 to 7. For each dimension in each diagnosis, the scores given were measured by averaging the mean scores for all respondents. A mean score of 4.0 obtained for each diagnosis will denote that conflict exists as a normal functioning of the organisation.

Upon completion of the diagnosis, the mean score obtained will reveal some critical areas that have caused conflict to arise in the organisation. In this study, the critical areas identified were body language, paralinguistic, semantic, word connotation, tone differences, filtering, defensiveness apprehensions, language, selective perception, information overload, roles diversity, member goal diversity, member goal incompatibility, reward systems ambiguities, size, jurisdiction ambiguities, personality, psychographics, leadership theories and styles. We then extend the study by recommending four intervention strategies, namely human process intervention, human resources management intervention, technostuctural intervention and strategic intervention to address the critical areas that were identified.