CHAPTER 3   METHODOLOGY

3.1   Research Object

The object of this research is one of the departments in a local economic institution situated in Kuala Lumpur, i.e., the Training and Education Department (T&E). Techniques applied for acquiring information about organisational behaviour is natural observation. This technique implies the approach of spending time in an organisation by simply observing the events and processes that take place. In a variation of this basic theme, known as participant observation. Direct observation of organisational behaviour offers several advantages. It is applied to actual work settings, and can be used without disrupting normal routines.

3.2   Research Framework

The research design applied to the framework of Mohd Yusof Omar's (2002) Conflict Diagnostic and Resolution Model (Unpublished manuscript, University of Malaya, Kuala Lumpur) (Refer to Figure 3.1). The framework of the model is outlined within four sections, i.e., Conflict Diagnostic, Design Intervention, System Intervention Strategy (Window of Involvement and Emotional Aspect of Intervention) and The Concept of Emergence (Self Regulation and Self Organisation).

Figure 3.1   Mohd Yusof Omar's Conflict Diagnostic and Resolution model. (Unpublished manuscripts, University of Malaya).

The first section of the model is Conflict Diagnosis, which is developed by Mohd Yusof Omar. This model is developed from the findings from (Robbins, 2001, pp. 385-394). Conflict emanates from a number of specific sources, i.e., communication, structure and personal factors from (Robbins, 2001, p. 385).

The communication barrier variables said to be 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. As numerous people in communication process filter the information, there is plenty of room to create incorrect, distorted, or ambiguous messages. All of these can lead to hostility. The channels used to convey information, such as circulars, meetings or grapevine have also been considered as the generation of conflict. In the context of Malaysia, upbringings do carry some weight in communication. The way to communicate is determined by how a person is being raised in the family.

According to (Robbins, 2001, pp. 386-387), the interpretation of structure includes size, specialisation, ambiguity, reward and leadership. Size and specialisation are said to interact; the larger the group and the more specialised its activities, the greater the likelihood of conflict. With specialisation and differentiation within organisations come the development of distinctive expertise and the adoption of diverse range of goals, with sometimes a parochial 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 identical way 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 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. 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, pp. 394-395).

Based on the findings of Robbins, the conflict diagnosis is guided by the function of conflict developed by Mohd Yusof Omar (2002). 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 exist in the organisation. Based on the level of conflict existence, it helps to determine whether conflict do help in stimulating the performance of the organisation. If conflict happened at the

extensive level, such conflict diagnosis will enable the management to establish an effective conflict handling process and vice versa.

Basically, conflict handling is intended to promote healthy competition within the organisation, to calibrate the chaos, to accommodate the better planned changes, to avoid the dysfunction of the entire organisation and to compromise if the tolerate able changes. As such, a resolution model is formed.

Followed by the conflict diagnosis, the next section is a resolution model which is meant to design intervention. An organisation development intervention is a series of activities, actions and events intended to assist the organisation to improve its performance and effectiveness. Intervention designs or action planning are derived from careful diagnosis. Intervention designs are meant to resolve specific problems and to improve particular areas of organisational functioning identified in the diagnosis. Intervention designs vary from standardised programs that have been developed and used in many organisations. Therefore, intervention designs are relatively unique programs tailored to specific organisation or department. Interventions purposely disrupt the status quo. They are then deliberate attempts to change an organisation toward a different and more effective state. Therefore, an effective intervention is crucial.

There are three major criteria defining an effective intervention (Cummings & Worley, 2001, p. 142). These criteria 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 extend of which the interventions transfer change-management competence to organisation members. As such, in order to design an effective intervention, it requires careful attention to the needs and dynamics of the change situation and crafting a change program. This change program 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. While, the design of an intervention will depend to some extends on the expertise of the practitioner.

Previous researches have identified numerous of contingencies present in the change situation that can affect the intervention success. For instances, individual differences among the organisation members, organisational factors and dimensions of the change process itself. Knowledge of contingencies is a rudimentary stage of development in organisation development. Researchers have discovered several situational factors that can affect intervention success (Nicholas, Porras & Robertson, 1987). These criteria including the organisation's readiness to change, its' current change capability, 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 (Stewart, 1994). 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 is another culture. In addition, when designing the intervention, the intentions thereof need to be transparent in the cognitive domain (Cummings & Worley, 2001, p. 144). The intervention stage is the critical stage as it involves all the people in the organisation to accept the situation and the planned program.

This is then elaborated in the System Intervention Strategy Model (Yolles, 1999, pp. 238-255). System intervention strategy (SIS) is a development of (Mayon-White, 1986, p. not known, quoted in 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 a change agent. This development occurs through an iteration process that enables any strategies to be clarified and fully defined. SIS supposes the dealing of human activity systems that are open and modelled as a system. This system allows it to be perturbed by its environment. The system continues to exist and to maintain its identity. This is due to the managers are

establishing a balance of forces, equilibrium in its relationship with its environment. Intervention for creation of change in the form of an organisation is the process of establishing a new balance between the system and its environment. The change relationship between the environment and the system can be presented in Figure 3.2.
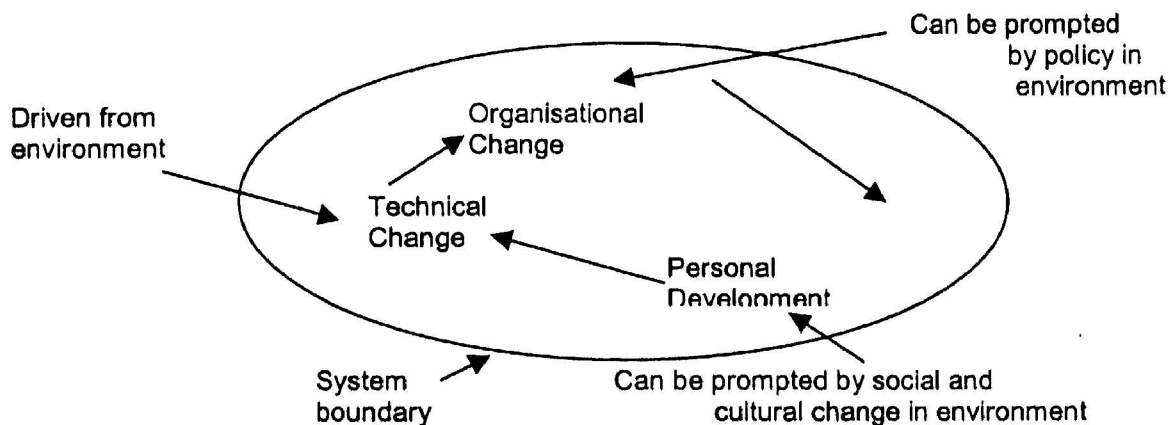
Figure 3.2   The change process as a system. (Source : Mabey, 1995)

SIS opens a window of opportunities to conduct the "change". 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. 243).

Self-regulation is the maintenance of a particular variable that organised to keep the essential variables within definable limits. It relies on negative feedback and specified limits. While self-organisation is the self-amplification of fluctuations generated in the system as a consequence of perturbations from the environment. Schwarz (1994), proposed a generic model that addresses the emergence and possible evolution of organisations towards complexity and autonomy. It relates to self-organising systems that are far from equilibrium. Self-organisation is seen to occur as a spiral pattern of behaviour. Thereafter, the

worlds of emergent behaviour manifest and unfold itself (Bonabeau, 2002). The cyclic structure cycle is then continues.

3.3   Research Methodology

In this research, participant observation is being adopted to obtain the raw data. Participant observation is a qualitative research method. It derives from the work of social anthropology early in the twentieth century (Saunders, Lewis & Thornhill. 1997, p. 186).

Participant observation is where the researcher attempts to participate fully in lives and activities of subjects. Thus becomes a member of their group, organisation or community. This enables the researcher to share their experiences by not merely observating what is happening but also feeling it (Gill & Johnson, 1991, p. 109). Delbridge and Kirpatrick (1994) noted that participant observation implies a research strategy of immersion by the researcher in the research setting, with the objective of sharing in people's lives while attempting to learn their symbolic world. They also think that participant observation is about attempting to learn the respondents' symbolic world. It is a quest for understanding the identity of the individual. However, more importantly, it is about trying to get to the bottom of the processes by which individuals constantly construct and reconstruct their identity.

As this research is meant to observe the human behaviour in conjunction with the present and the degree of organisational conflict, participant observation is selected to carry out this research. (Gill & Johnson, 1991, p. 109) 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. Complete observer is the technique whereby the observer as the researcher attempting to become a member of the group which the research is being performed.

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 (Baron & Greenberg, 1990, p. 19). In essence, this approach consists of three major steps. First steps involve identifying variables (aspects of people, organisations, or the environment) that might potentially affect organisational behaviour. Second step is to measure these variables as precisely as possible. Third step meant 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 and the degree of conflict. An observational form is carefully constructed which incorporated the abovementioned sets of variables, i.e., nonverbal communication, barriers to cross-cultural communication, semantic difficulties, structural source of conflict, personal variables as source of conflict and leadership theories. These observational forms are appended in Appendix 1 to Appendix 6.

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.

3.4 Research Proposition

Propositions are statements concerned with the relationships among concepts. A proposition explains the logical linkage among concepts by asserting a universal connection between concepts. A proposition states that every concept about an event or thing either has a certain property or stand in a certain relationship to other concepts about events or things (Braithwaite, 2000, p. 39). The appearance of an apparent relationship or connection between concepts will

need to be tested if there is the ability to conclude the present of an actual relationship.

A seven-point Likert scale was used to reflect the respondents' perceptions and opinions caused by the conflict functional variables that leaded to the organisational conflict. The overall degree of conflict attributed by the conflict functional variables is then measured by averaging the mean scores. This assumes that the variable has an equal weight. The scores that assigned to each of the respondents are defined by giving reasons based on the interpretation of the observer.

In this research, there are two main categories of conflict functional variables that are being diagnosed and assessed. The first category is nonverbal communication (kinesics), barriers to cross-cultural communication, semantic difficulties, structural dysfunction and personal variable differences diagnosis. For this first category, a mean score of more than 4 reveals the present of conflict in the organisation due to these conflict functional variables. The greater the mean score from 4, the more excessive conflict is found in the organisation. In contrast, a mean score of less than 4 discloses that conflict might be absent in the organisation. The lesser the mean score from 4, the less likely conflict presents in the organisation.

The second category is leadership theories and leadership styles diagnosis. In this category, a mean score that is more or less than 4 reveals that there is imbalance of practice of leadership theories and styles in the organisation. The greater the mean score, says more than 4, the more emphasis on a certain leadership theory or style by the leaders. However, the lesser the mean score, say less than 4, the less emphasis is put on a particular leadership theory and style by the leaders.

Based on the above reasoning and assumptions, the following Propositions are generated:

Proposition 1:

In the nonverbal communication (kinesics) diagnosis, the mean score need to neutralise to 4. This denotes that conflict exits as a normal functioning in T&E. Excessive conflict will impair the performance flow of the organisation while without conflict will not boost constructive conflict for the betterment of the organisation.

Proposition 2 :

In the barriers to cross-cultural communication diagnosis, the mean score need to neutralise to 4. This denotes that conflict exits as a normal functioning in T&E. Excessive conflict will impair the performance flow of the organisation while without conflict will not boost constructive conflict for the betterment of the organisation.

Proposition 3 :

In the semantic difficulties diagnosis, the mean score need to neutralise to 4. This denotes that conflict exits as a normal functioning in T&E. Excessive conflict will impair the performance flow of the organisation while without conflict will not encourage constructive conflict for the betterment of the organisation.

Proposition 4 :

In the structural dysfunction diagnosis, the mean score need to neutralise to 4. This denotes that conflict exits as a normal functioning in T&E. Excessive conflict will impair the performance flow of the organisation while the complete absent of conflict will not able to generate positive conflict for the normal functioning of the organisation.

Proposition 5 :

In the personal variable differences diagnosis, the mean score need to neutralise to 4. This denotes that conflict exits as a normal functioning in T&E. Excessive personal variables will cause destructive organisational conflict. Thus, it will

impair the performance flow of the organisation. Ironically, a conflict-free organisation does not imply a healthy organisation.

Proposition 6 :

In the leadership theories diagnosis, the mean score need to neutralise to 4. This denote that there is a balance of practice of leadership theories and styles of those leaders in T&E. Excessive conflict will impair the performance flow of the organisation while without conflict will not boost constructive conflict for the betterment of the organisation.

Proposition 7 :

In the leadership styles diagnosis, the mean score need to neutralise to 4. This denotes that there is a balance of practice of leadership theories and styles of those leaders in T&E. Excessive conflict will impair the performance flow of the organisation while without conflict will not boost constructive conflict for the betterment of the organisation.

3.5   Selections of Measures

A seven-point Likert scale was used to assess the respondents in the selected sample based on the observational form to indicate the present of conflict and the degree of conflict according to conflict functional variables. The overall degree of conflict attributed by the conflict functional variables was measured by averaging the mean scores of these variables. This is done with the assumption that each scale carries an equal weight.

3.5.1 Nonverbal Communication

Gilsdorf (1998) contends that many mistakes in change management programs can be linked directly to, and have causal connections with, breakdowns in communication. Communications involved verbal and nonverbal communication. There are many forms of nonverbal communication. The most widely recognised is body language. Body movements convey meanings and

messages. This form of communication includes facial expression and what people do with their eyes, feet, hands and posture (Luthans, 1998, p. 471)

Managing people successfully requires communication. According to Hargie and Tourish (1993) the quality of communication between the people who make up an organisation is a crucial variable determining organisational success. In essence, internal communication is so entwined with the process of organising and with organisational structure, environment, power, and culture that many theorists of organisational communication argue that organisations would not exist without communication (Grunig, 1992, pp. 531-576).

Nonverbal communication includes everything except the words. It consists of many components such as tone of voice, gestures, body language, accents and attitudes. Significant communication can take place without a word being spoken. (Warfiled, 2001) Communication takes place on many levels simultaneously and not only limited to words that are spoken. Word that spoken only carries 20% of communication while the other 80% may constitute from nonverbal communication.

Besides the truly silent dimension of nonverbal communication, things such as voice quality, volume, speech rate, pitch, nonfluencies (saying 'ah', 'um' or 'uh'), laughing and yawning is called paralanguage (Luthans, 1998, p. 472).

In view of the importance of nonverbal communication, it is being studied in this research. Two variables defined under nonverbal communication variable are body language and paralinguistic. Under body languages, this research focuses in body motion and facial expression. Meanwhile, tone of voice and pacing and pitch are the two criteria measured under paralinguistic.

3.5.1.1   Measure for Nonverbal Communication

A seven-point Likert scale was used to reflect the respondents' perceptions and opinions whether nonverbal communication attribute to the organisational conflict. The measures for nonverbal communication are body language and paralinguistic. Under body language, body motions and facial expressions are being assessed whereas, under paralinguistic, tone of voice and

pacing and pitch are being assessed. The body language and paralinguistic of the respondents completely does not attribute to the organisational conflict or conflict is completely absent (=1) to the body language and paralinguistic of the respondents attribute to the organisational conflict or the occurrence of conflict is to norm in the organisation (=7), are the range used to assess the nonverbal communication variable. The observational form for nonverbal communication is illustrated in Appendix 1.

Scale 1 for body motions denote that the perception and opinions of respondents' body motion that attributes to organisational conflict is completely absent. Scale 2 for body motions denote that the perception and opinions of respondents' body motion that attributes to organisational conflict is absent. Scale 3 for body motions denote that the perception and opinions of respondents' body motion that attributes to organisational conflict is slightly absent. Scale 4 for body motions disclose that the perception and opinions of respondents' body motion that attributes to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for body motions denote that the perception and opinions of respondents' body motion that attributes to organisational conflict is slightly present. Scale 6 for body motions denote that the perception and opinions of respondents' body motion that attributes to organisational conflict is present. Scale 7 for body motions denote that the perception and opinions of respondents' body motion that attributes to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for facial expressions denote that the perception and opinions of respondents' body motion that attributes to organisational conflict is completely absent. Scale 2 for facial expressions denote that the perception and opinions of respondents' body motion that attributes to organisational conflict is absent. Scale 3 for facial expressions denote that the perception and opinions of respondents' body motion that attributes to organisational conflict is slightly absent. Scale 4 for facial expressions disclose that the perception and opinions

of respondents' body motion that attributes to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for facial expressions denote that the perception and opinions of respondents' body motion that attributes to organisational conflict is slightly present. Scale 6 for facial expressions denote that the perception and opinions of respondents' body motion that attributes to organisational conflict is present. Scale 7 for facial expressions denote that the perception and opinions of respondents' body motion that attributes to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for tone of voice denotes that the perception and opinions of respondents' body motion that attributes to organisational conflict is completely absent. Scale 2 for tone of voice denotes that the perception and opinions of respondents' body motion that attributes to organisational conflict is absent. Scale 3 for tone of voice denotes that the perception and opinions of respondents' body motion that attributes to organisational conflict is slightly absent. Scale 4 for tone of voice discloses that the perception and opinions of respondents' body motion that attributes 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' body motion that attributes to organisational conflict is slightly present. Scale 6 for tone of voice denotes that the perception and opinions of respondents' body motion that attributes to organisational conflict is present. Scale 7 for tone of voice denotes that the perception and opinions of respondents' body motion that attributes to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for pacing and pitch denote that the perception and opinions of respondents' body motion that attributes to organisational conflict is completely absent. Scale 2 for pacing and pitch denote that the perception and opinions of

respondents' body motion that attributes to organisational conflict is absent. Scale 3 for pacing and pitch denote that the perception and opinions of respondents' body motion that attributes to organisational conflict is slightly absent. Scale 4 for pacing and pitch disclose that the perception and opinions of respondents' body motion that attributes to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for pacing and pitch denote that the perception and opinions of respondents' body motion that attributes to organisational conflict is slightly present. Scale 6 for pacing and pitch denote that the perception and opinions of respondents' body motion that attributes to organisational conflict is present. Scale 7 for pacing and pitch denote that the perception and opinions of respondents' body motion that attributes to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 carries the meaning that conflict arises from the complication of body language and paralinguistic is completely absent. Scale 2 means conflict arises from the complication of body language and paralinguistic is absent. Scale 3 implies that conflict arises from the complication of body language and paralinguistic is slightly absent. Scale 4 indicates that present of conflict is neutral. This is an ideal stage whereby the researcher is aim to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates as the desirable level.

Scale 5 shows that conflict arises from the complication of body language and paralinguistic is slightly present. Scale 6 point out that conflict arises from the complication of body language and paralinguistic is present. Scale 7 means that conflict arises from the complication of body language and paralinguistic is to norm. This stage is the most undesirable level as the present of conflict is killing the organisation.

Hence, the overall degree of conflict attributed by the nonverbal communication variable is measured by averaging the mean scores. This assumes that the variable has an equal weight. The scores that assigned to each

of the respondents are defined by giving reasons based on the interpretation of the observer.

3.5.2 Barriers to Cross-Cultural Communication

Individuals involved with successful conflict management have found that when the level of trust and acceptance is high, almost any effort to communicate is successful (Nelson & Quick, 1994, p. 406). In contrast, when trust and acceptance are low, communication efforts will prove futile. Without trust, no matter how articulate and intelligent the parties to conflict, communications will be distorted and misunderstood. Responses to communication will often be based on emotion rather than on rational communication patterns. Communication takes place in a variety of ways, and a successful communication process involves a totally integrated circuit, encompassing feelings, as well as ideas and fact (Darling, 1991). All these indicate the importance of effective communication.

Within the literature that emphasises the need to be aware of cultural differences in management, there are some attempts at operationalising the concepts for the benefits of managers (Trompenaars, 1994, quoted in Luthans, 1998, pp. 598-603). Asians are always non-assertive. They are more towards accommodating and avoiding (McKenna, 1995, pp. 423-427).

Thus, communication and cultural are two criteria that are interdependence. There are several elements that contribute to cross-cultural communications. These elements are semantics, word connotations, tone differences and perception differences.

Generally, semantics is a doctrine and educational discipline intended to improve habits of response of human beings to their environment and one another especially, by training in the more critical use of words and other symbols. In the Malaysia context, the heterogeneous nature of the society has lead to the semantic differences in their daily lives. For instance, the dialect used in the northern Malay society is differs from the dialect used in the southern Malay society. For example, northern Malays society will use "hang" to address

someone whereas the centred Malays society will use "engkau". The Chinese society also experienced the same in the semantic differences. The semantic aspects are difference in Cantonese, Hakka, Hokien, Teow Chiew, Hainan, and etc. As a result, there is a potential to stem the semantic differences into conflict when communication take place.

Distinctions in styles of communication are apparent across various cultural groups. Usually styles of communication are interpreted differently among different cultural group (King III, 2000). For example, some word used maybe interpreted as rude while other may perceive it as appropriate. The word connotation practised in the state of Malacca is very substantial. For instance, people in Malacca sometimes use "rowdy words" to acknowledge a person they are very close to or having high affinity with.

The results of priming studies provide evidence that stimulus with emotional tones differences must be linked in the semantic network and are processed by way of a spreading activation model. The difference between positive and negative stimulus is moderated by the participant's gender, hemispheric presentation, and the degree of emotional intensity of the stimulus (Snodgrass & Harrings, 2000). Some researchers argue convincingly that their results for supraliminal presented words are best explained by an automatic vigilance for negative information (Snodgrass & Harrings, 2000). However, one is regarded as abusing the tone differences when he or she speaks in high pitch that does not appear to a positive stimulus or negative stimulus. Nevertheless, in the Hokkien society, they are perpetually speaks in high pitch in all the situations.

Managing interpersonal conflict within a firm is always important and perhaps especially so in firms with international dimensions. Differences in culture and in perceptions may result in numerous and perhaps continuing conflicts. Therefore, effective managers will build in some type of continuing oversight as part of the conflict management process. It need not necessarily be formal, but may, for instance, take the form of a causal, but sincere, conversation that conveys to the parties involved in the conflict that mangers has taken this

conflict management process seriously and intends not to have it arise again in the foreseeable future (Darling, 1991).

A large number of empirical studies have furnished evidence for the perceptual tendency described people indeed showed a weaker tendency toward perception if they were in a less favourable position to do so, given their own viewing behaviour and their attitudes (Paul, 2000). At the same time, research indicates that the tendency toward perception differs considerably between individuals (Peiser & Peter, 2001).

3.5.2.1   Measure for Barriers to Cross-Cultural Communication

A seven-point Likert scale was used to reflect the respondents' perceptions and opinions whether cross-cultural communication attribute to the Organisational conflict. The measures for cross-cultural communication are semantic, word connotations, tone differences and perception difference. Cross-cultural communication is completely does not attribute to the organisational conflict or conflict is completely absent (=1) to cross-cultural communication attribute to organisational conflict or the occurrence of conflict is to norm in the organisation (=7), are the range used to assess the barriers to cross-cultural communication variable. The observational form for barriers to cross-cultural communication is illustrated in Appendix 2.

Scale 1 for semantics denote that the perception and opinions of respondents' semantic ability that attributes to organisational conflict is completely absent. Scale 2 for semantics denote that the perception and opinions of respondents' semantics ability that attributes to organisational conflict is absent. Scale 3 for semantics denote that the perception and opinions of respondents' semantics ability that attributes to organisational conflict is slightly absent. Scale 4 for semantics disclose that the perception and opinions of respondents' semantics ability that attributes to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for semantics denote that the perception and opinions of respondents' semantics ability that attributes to organisational conflict is slightly present. Scale 6 for semantics denote that the perception and opinions of respondents' semantics ability that attributes to organisational conflict is present. Scale 7 for semantics denotes that the perception and opinions of respondents' semantics ability that attributes to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for word connotations denote that the perception and opinions of respondents' word connotations usage that attributes to organisational conflict is completely absent. Scale 2 for word connotations denote that the perception and opinions of respondents' word connotations usage that attributes to organisational conflict is absent. Scale 3 for word connotations denote that the perception and opinions of respondents' word connotations usage that attributes to organisational conflict is slightly absent. Scale 4 for word connotations disclose that the perception and opinions of respondents' word connotations usage that attributes to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for word connotations denote that the perception and opinions of respondents' word connotations usage that attributes to organisational conflict is slightly present. Scale 6 for word connotations shown that the perception and opinions of respondents' word connotations usage that attributes to organisational conflict is present. Scale 7 for word connotations reveal that the perception and opinions of respondents' word connotations usage that attributes to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is negatively affecting the organisation.

Scale 1 for tone differences denote that the perception and opinions of respondents' use of tone differences that attributes to organisational conflict is completely absent. Scale 2 for tone differences denote that the perception and opinions of respondents' use of tone differences that attributes to organisational

conflict is absent. Scale 3 for tone differences denote that the perception and opinions of respondents' use of tone differences that attributes to organisational conflict is slightly absent. Scale 4 for tone differences denote that the perception and opinions of respondents' use of tone differences that attributes to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for tone differences shown that the perception and opinions of respondents' use of tone differences that attributes to organisational conflict is slightly present. Scale 6 for tone differences denote that the perception and opinions of respondents' use of tone differences that attributes to organisational conflict is present. Scale 7 for tone differences point out that the perception and opinions of respondents' use of tone differences that attributes to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is negatively affecting the organisation.

Scale 1 for perception differences denote that the perception and opinions of respondents' use of tone differences that attributes to organisational conflict is completely absent. Scale 2 for perception differences denote that the perception and opinions of respondents' use of perception differences that attributes to organisational conflict is absent. Scale 3 for perception differences denote that the perception and opinions of respondents' use of perception differences that attributes to organisational conflict is slightly absent. Scale 4 for perception differences denote that the perception and opinions of respondents' use of perception differences that attributes to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for perception differences shown that the perception and opinions of respondents' use of perception differences that attributes to organisational conflict is slightly present. Scale 6 for perception differences denote that the perception and opinions of respondents' use of perception differences that attributes to organisational conflict is present. Scale 7 for perception differences point out that the perception and opinions of respondents' use of perception differences that attributes to organisational conflict to norm. This is stage means

that the present of organisational conflict has excess the appropriate level. Thus, it is negatively affecting the organisation.

Scale 1 carries the meaning that conflict arises from the complication of semantics, word connotations, perception differences and perception differences is completely absent. Scale 2 means conflict arises from the complication of semantics, word connotation, perception differences and perception differences is absent. Scale 3 implies that conflict arises from the complication of semantics, word connotation, perception differences and perception differences is slightly absent. Scale 4 indicates that present of conflict is neutral. This is an ideal stage aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates as the desirable level.

Scale 5 shows that conflict arises from the complication of semantics, word connotation, perception differences and perception differences are slightly present. Scale 6 point out that conflict arises from the complication of semantics, word connotation, perception differences and perception differences are present. Scale 7 means that conflict arises from the complication of semantics, word connotation, perception differences and perception differences is to norm. This stage is the most undesirable level as the present of conflict is effecting the organisation negatively.

Hence, the overall degree of conflict attributed by the barriers to cross-cultural communication variable is measured by averaging the mean scores. This assumes that the variable has an equal weight. The scores that assigned to each of the respondents are defined by giving reasons based on the interpretation of the observer.

3.5.3 Semantic Difficulties

Filtering, defensiveness apprehensions, language, selective perception (Weltanschauung), information overload and channel chosen are elements that are confined as semantic difficulties. According to Mckenna (1995), filtering means the part of attention in which some perceptual information is blocked out

and not recognised, which other information receives attention and is subsequently recognised at one point of time which might lead to misinterpretation of information. Filtering limits the amount of information that can be recognised at one point of time, that may lead to misinterpretation of information.

Defensives behaviour, ensuing circular response becomes increasingly destructive. Defensives behaviour, engenders defensive listening, facial and verbal cues which raise the defence level of the original communicators. Defence prevents the listener from concentrating upon the message. Defensive communicators send off multi-values, motive and affect cues and defensive recipient district what they received.

Managers need to appreciate that when they encode messages, they should use symbols or language that the receiver understand. It is important to use commonplace vocabulary and to avoid clichés that, when translated, may make little sense and in some cases are either comical or insulting (Jones, George & Hill, 2000, pp. 537-538)

Selective perception is the application of the reinforcement theory to the perception process. Selective perception means seeing what one want to see (Gray & Starke, 1980, p. 285). Selective perception lets receivers block out information they do not want to hear in a message (Porter & Roberts, 2000, quoted in Champoux, 2000, p. 248). As such, in selection perception, receivers select information that favour to them or based on their own experiences, upbringings and understanding.

Information arises when the information supply, due to its volume, can no longer be processed. Managerial information overloaded is characterised by features of high information load, decision situation and the pressure to receive information, limited processing capacity and resulting stress and sub optimal or dysfunctional decisions behaviour. Information overload is a communication dysfunction that happened when a person get more information than he can process effectively (Champoux, 2000, p. 249). Information overload creates noise in the communication system because information gets overlooked or

misinterpreted when people cannot process it fast enough. On the other hand, when information is under load, it will lead to communication break down. Information under load is a situation whereby not sufficient information as it supposes to be. All these miscommunication will lead to conflict.

Meanwhile, some researchers mentioned that affective communication is a matter of getting the mechanics right and what we need to do is improve the way we send and receive messages. Communication breakdown can be minimised if people can formulate that message clearly, choose the appropriate channel, use the media and technology and respond to feedback. There are few channels of communication used in T&E. These communication channels are telephone calls, electronic mails, circulars, memorandums, newsletter and etc. The choice of communication channels shall depend on the volume, type and richness of information needed to impart. For instance, in regards of transmitting the information on the post-training reports, a proper and well written is required. The change of policy terms shall also be written in a formal memorandum. The inappropriate choice of communication channels will produce conflict. It is because the information is unable to be delivered as desire.

3.5.3.1 Measure for Semantic Difficulties

A seven-point Likert scale was used to reflect the respondents' perceptions and opinions due to semantic difficulties that leaded to the organisational conflict. Semantic difficulties is defined under the function of the degree of the existence of filtering, defensive apprehensions, language, selective perception, information overload and channels chosen. The extent of their existence would invariably retard collaboration and stimulate misunderstanding.

The extent of the existence of filtering, defensiveness apprehensions, language, selective perception, information overload and channels is measured by employing the seven point Likert scale. The scale is ranging from conflict is completely absent (=1) to conflict is to norm in the organisation (=7). The present of organisational conflict caused by the abovementioned variables will retard

collaboration and stimulate misunderstanding in an organisation. The observational form for semantic difficulties is illustrated in Appendix 3.

Scale 1 for filtering denotes that the perception and opinions of respondents' practices of filtering information received that attributes to organisational conflict is completely absent. Scale 2 for filtering denotes that the perception and opinions of respondents' practices of filtering information received that attributes to organisational conflict is absent. Scale 3 for filtering denotes that the perception and opinions of respondents' practices of filtering information received that attributes to organisational conflict is slightly absent. Scale 4 for filtering discloses that the perception and opinions of respondents' practices of filtering information received that attributes to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for filtering denotes that the perception and opinions of respondents' practices of filtering information received that attributes to organisational conflict is slightly present. Scale 6 for filtering denotes that the perception and opinions of respondents' practices of filtering information received that attributes to organisational conflict is present. Scale 7 for filtering reveals that the perception and opinions of respondents' practices of filtering information received that attributes to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for defensiveness denotes that the perception and opinions of respondents' defensiveness apprehensions that attributes to organisational conflict is completely absent. Scale 2 for defensiveness denotes that the perception and opinions of respondents' defensiveness apprehensions that attributes to organisational conflict is absent. Scale 3 for defensiveness denotes that the perception and opinions of respondents' defensiveness apprehensions that attributes to organisational conflict is slightly absent. Scale 4 for defensiveness discloses that the perception and opinions of respondents' defensiveness apprehensions that attributes to organisational conflict is neutral.

This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for defensiveness denotes that the perception and opinions of respondents' defensiveness apprehensions that attributes to organisational conflict is slightly present. Scale 6 for defensiveness denotes that the perception and opinions of respondents' practices of defensiveness apprehensions that attributes to organisational conflict is present. Scale 7 for defensiveness reveals that the perception and opinions of respondents' defensiveness apprehensions that attributes to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is endangering the organisation.

Scale 1 for language denotes that the perception and opinions of respondents' command of language that attributes to organisational conflict is completely absent. Scale 2 for language denotes that the perception and opinions of respondents' command of language that attributes to organisational conflict is absent. Scale 3 for language denotes that the perception and opinions of respondents' command of language that attributes to organisational conflict is slightly absent. Scale 4 for language discloses that the perception and opinions of respondents' command of language that attributes to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for language denotes that the perception and opinions of respondents' command of language that attributes to organisational conflict is slightly present. Scale 6 for language denotes that the perception and opinions of respondents' command of language that attributes to organisational conflict is present. Scale 7 for language reveals that the perception and opinions of respondents' command of language that attributes to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is negatively affecting the organisation.

Scale 1 for selective perception denotes that the perception and opinions of respondents' selective perception when communicate that attribute to

organisational conflict is completely absent. Scale 2 for selective perception denotes that the perception and opinions of respondents' selective perception when communicate that attribute to organisational conflict is absent. Scale 3 for selective perception denotes that the perception and opinions of respondents' selective perception when communicate that attribute to organisational conflict is slightly absent. Scale 4 for selective perception discloses that the perception and opinions of respondents' selective perception when communicate that attributes to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for selective perception denotes that the perception and opinions of respondents' selective perception when communicate that attribute to organisational conflict is slightly present. Scale 6 for selective perception denotes that the perception and opinions of respondents' selective perception when communicate that attributes to organisational conflict is present. Scale 7 for selective perception reveals that the perception and opinions of respondents' selective perception when communicate that attributes to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is negatively affecting the organisation.

Scale 1 for information overload denotes that the perception and opinions of respondents experienced information overloaded and attribute to organisational conflict is completely absent. Scale 2 for information overload denotes that the perception and opinions of respondents experienced information overloaded and attribute to organisational conflict is absent. Scale 3 for information overload denotes that the perception and opinions respondents experienced information overloaded and attribute to organisational conflict is slightly absent. Scale 4 for information overload discloses that the perception and opinions of respondents experienced information overloaded and attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for information overload denotes that the perception and opinions of respondents experienced information overloaded and attribute to

organisational conflict is slightly present. Scale 6 for information overload denotes that the perception and opinions of respondents experienced information overloaded and attribute to organisational conflict is present. Scale 7 for information overload reveals that the perception and opinions respondents experienced information overloaded and attribute to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is negatively affecting the organisation.

Scale 1 for channels chosen denotes that the perception and opinions of respondents' choice of channels when communicate that attribute to organisational conflict is completely absent. Scale 2 for channels chosen denotes that the perception and opinions of respondents' choice of channels when communicate that attribute to organisational conflict is absent. Scale 3 for channels chosen denotes that the perception and respondents' choice of channels when communicate that attribute to organisational conflict is slightly absent. Scale 4 for channels chosen discloses that the perception and opinions of respondents' choice of channels when communicate that attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for channels chosen denotes that the perception and opinions respondents' choice of channels when communicate that attribute to organisational conflict is slightly present. Scale 6 for channels chosen denotes that the perception and opinions respondents' choice of channels when communicate that attribute to organisational conflict is present. Scale 7 for channels chosen reveals that the perception and opinions respondents' choice of channels when communicate that attribute to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 carries the meaning that conflict arises from the predicament of filtering, defensive apprehensions, language, selective perception, information overload and channels chosen is completely absent. Scale 2 means conflict arises from the predicament of filtering, defensive apprehensions, language,

selective perception, information overload and channels chosen is absent. Scale 3 implies that conflict arises from the predicament of filtering, defensive apprehensions, language, selective perception, information overload and channels chosen is slightly absent. Scale 4 indicates that present of conflict is neutral. This is an ideal stage that aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates the desirable level.

Scale 5 shows that conflict arises from the predicament of filtering, defensive apprehensions, language, selective perception, information overload and channels chosen is slightly present. Scale 6 point out that conflict arises from the complication of filtering, defensive apprehensions, language, selective perception, information overload and channels chosen is present. Scale 7 means that conflict arises from the predicament of filtering, defensive apprehensions, language, selective perception, information overload and channels chosen is to norm. This stage is the most undesirable level as the existence of conflict is effecting the organisation negatively.

Hence, the overall degree of conflict attributed by the semantic difficulties is measured by averaging the mean scores. This assumes that the variable has an equal weight. The scores that assigned to each of the respondents are defined by giving reasons based on the interpretation of the observer.

3.5.4 Structural Difficulties

Structure is refer to the "blueprint for activities which includes, the table of organisation: a listing of offices, departments, positions, and programs". Structure is important because the locus of control planning, goal setting and decision making in dependent upon the types of structure in the which planning is done . Organisational structure refers to the division of labor as well as the patterns of coordination, communication, workflow, and formal power that direct organisational activities (Bedeian & Zammuto, 1991, pp. 117-118).

Business organisations have many different tasks to be performed, requiring workers with a variety of abilities. People in a businesses organisation

do different kinds of works. Meanwhile, the departments and support units tend to differ in term of goals, time orientations, formality of structures and management leadership needs (Baack & Wisdom, 1995, pp. 410-416). This differentiation increases the potential for conflict. When this scenario is added to the fact that international business today involves various cultural norms and expectations, it becomes clear that causes of conflict cannot be eliminated. Therefore, it is imperative that management has a workable conflict management structure readily available (Darling & Fogliasso, 1999).

Structural difficulties include stressful leadership styles, roles diversity, member goal diversity, reward system ambiguity, size and jurisdictional ambiguity.

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 to be stressful leadership style where leaders used their power to control, gain conformity and compliance from their subordinates.

Researchers mentioned that an efficient work team needed a perfect match between varieties of tasks or roles diversity. In an effective task group, there will be a relatively low amount of self-oriented role behaviour and a balance between task-related and social-related roles as necessary (Cohen, *et. al*; 1992, p. 158). The fact that every high-performance group expelled their unique competitive advantage because that member made other feel uncomfortable demonstrates a widely shared reaction to conflict (Esquivel & Kleiner, 1996).

When groups cooperate, roles will crystallise and such roles have usefully systematised. This process establishes which group member is most suitable to undertake specific group tasks, and thus helps each member to find his or her proper place in the group.

These roles most often relate to the issue-specific work to be done *"task roles"*, exemplified by seizing initiatives, co-coordinating, summarising, and presenting results. In addition to this, they concern the social level as *"group*

building and sustaining roles" that encourage members to express feelings, mediate, and reduce tensions. Finally, the roles can relate as *"conflict and tension indicating roles"* to one's own experience: aggressive behaviour, dominating, blocking, competing, making jokes and withdrawal.

The various roles that members take on become part of how they are ranked by the group. In general, the more a member fills both the task and social roles, the higher will be his or her status in the group. Members who only take either task or social roles tend to be over specialised, their emergent status then depends on how highly the group values their "speciality" (Cohen, *et. al*; 1992, pp. 155-158). For instance, the Training Support Division is striving hard to support and meet the reporting deadline set by the head of the department while the Life Training Division is still pending in delivering the reports required by the Training Support Division. In this circumstance, Life Division wanted to preserve the quality of the report and wait for the latest information from the Life Underwriting Department. Meanwhile, the Training Support Division is aim to meet the deadline. As such, in this T&E, the members have exhibited an instance of member goal diversity. The situation could be worsen and breed to the manifestation conflict.

Harder (1992) discovered that under rewarding can lead to selfish and less-co-operative behaviour in an interdependent group with a common goal. Therefore, when contributions are obvious or easy to evaluate, organisations may be well advised to recognise extraordinary individual effort, or they will risk losing their star performers (Zenger, 1992). Wallace (1987) argues that the distribution of rewards should be structured to reflect the different levels of risk and responsibility assumed by each member. The reward system is not only confined to monetary, but also recognition together with promotion.

Sometimes, dissatisfaction will arise as it has violated the motivator-hygiene theory developed by (Herberg, 1959, quoted in McShane & Van Gilnow, 2000, p. 69). The motivator defined by Frederick Herberg is the job satisfaction experienced by the employees. Job satisfaction is produced by growth fulfilment whereas job dissatisfaction is produced by the work context. Lawler III (1994)

expectancy theory explained on employee motivation. Expectancy theory emphasises the need to discover and neutralise countervalent outcomes. These performance outcomes that have negative valences, thereby reducing the effectiveness of existing reward systems.

Meanwhile, some other researchers note that perceptions of injustice (rewards being low in proportion to an individual's contribution) or inequity (in the distribution of rewards among individuals) can result in dissatisfaction, lower motivation, and even dysfunctional behaviour.

Ambiguous jurisdictions occur when the organisation has not clearly defined individual areas of decision authority. "Turf battles" erupt when two people or groups believe they have the responsibility for the same activity (Handy, 1995). This type of latent conflict is common is a matrix organisation, if the organisation has not clearly defined the areas of jurisdiction (Champoux, 2000, pp. 332-333)

Georg Simmel (1858-1918), a sociologist noted the significance of group size. The size of the organisation is another considerable factor in regards of organisational conflict. A flatter organisational structure, permanent, temporary, contract and casual employees have meant that "identifying who belongs and who does not becomes a difficult issue. Thus, it eliminated the complexity of the organisation that may result in organisational conflict. This is further compounded by the fact that organisations have both formal and informal structures through which information is disseminated.

Optimal group size relates to magnitude of externalities and length of the search period. For sort period, large organisation performs best, which 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 externalities increases, modest increases group size enhances performance. The smaller the group, the fewer total resources there are available for work. However, it is easier to obtain full participation and co-ordination of individual effort (Cohen, *et al*, 1992, pp. 155-156).

Task interdependence is the extent to which an individual's job is connected to other jobs such that a team member must share materials, information, or expertise with other team members in order to accomplish his or her tasks (Van & Janssen, 2001). As task interdependence increases, group members need to interact more frequently and intensely with each other. Concurrently, their efforts have to be more closely coordinated if they are to perform at a high level.

A team member with a job characterised by high task interdependence must frequently communicate and interact with other group members. This is to enable this person to utilise the diverse opinions and ideas resulting from psychological diversity. Concurrently, it may stimulate high-quality solutions to difficult problems and increase individual performance. A high degree of task interdependence is not necessarily and invariably beneficial. Task interdependence provides individuals with power that can be exploited in ways that actually frustrate the efforts of other team members (Jones, *et al*, 2000, pp. 510-512)

The greater the differentiation and cohesion of a group among the members with norms supporting the organisation's goal, the greater its productivity is like to be (Lawrence & Lorsch, 1976, quoted in Cohen, *et al*, 1992, p. 145). The more an individual group member fails to conform to the group's norms, the more frequently negative sentimental will be expressed toward him or her (Homans, 1961, quoted in Cohen, *et al*, 1992, p. 106). Besides, identifying a superordinate goal reminds conflicting individuals or units that even though their particular goals are vitally important. They share a common goal or goals that cannot be attained without co-operation (Nelson & Quick, 1994, p. 406).

More often, interpersonal conflict arises because corporate staff and division managers have differing perspectives on what their company wants (and needs) from organisational change. If the human resource issues are not resolved, it will result in the turnover of key people, post-merger performance drops, and morale problems (Kamaruddin & Ismail, 1999).

The greater the degree of task interdependence required, the more important it is for group members to maintain continuing exchanges with and have knowledge of each other as persons (Cohen, *et al*; 1992, p. 158). To certain extend, "mobbing" will happened in the department whereby one work unit is being "mob" by the other work unit. All these will constitute to the magnification of conflict.

3.5.4.1   Measure for Structural Difficulties

A seven-point Likert scale was used to reflect the respondents' perceptions and opinions generated from structural difficulties. This structural difficulty is then developed into organisational conflict. The structural source of conflict is a function of stressful leadership styles, roles diversity, member goal diversity, degree of dependence between groups, member goal incompatibility, reward systems ambiguities, size and jurisdictional ambiguities. The extent of their existence would invariably retard collaboration and stimulate misunderstanding.

The extent of the existence of stressful leadership styles, roles diversity, member goal diversity, degree of dependence between groups, member goal incompatibility, reward systems ambiguities, size and jurisdictional ambiguities is measured by employing the seven point Likert scale. The scale is ranging from conflict is completely absent (=1) to conflict is to norm in the organisation (=7). The present of organisational conflict caused by the abovementioned variables will retard collaboration and stimulate misunderstanding in an organisation.

The observer is to observe the present of these variables by assigning the scores whereby such structural is completely do not lead to the organisational conflict or conflict is completely absent (=1) to structural is a source to the organisational conflict or the occurrence of conflict is to norm in the organisation (=7). The rational is that these variables are correlated to the present of organisational conflict. The higher the score, the higher is the manifestation of organisational conflict and vice-versa. However, the complete absent of conflict does not imply that the organisation is performing well. When conflict is

completely absent, it indicates that the organisation is running out of new ideas and it is at its' status quo. The observational form for structural difficulties is illustrated in Appendix 4.

Scale 1 for stressful leadership styles denotes that the perception and opinions of respondents' toward stressful leadership styles that attribute to organisational conflict is completely absent. Scale 2 for stressful leadership styles denotes that the perception and opinions of respondents' toward stressful leadership styles that attribute to organisational conflict is absent. Scale 3 for stressful leadership styles denotes that the perception and respondents' toward stressful leadership styles that attribute to organisational conflict is slightly absent. Scale 4 for stressful leadership styles discloses that the perception and opinions of respondents' toward stressful leadership styles that attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for stressful leadership styles denotes that the perception and opinions respondents' toward stressful leadership styles that attribute to organisational conflict is slightly present. Scale 6 for stressful leadership styles denotes that the perception and opinions respondents' toward stressful leadership styles that attribute to organisational conflict is present. Scale 7 for stressful leadership styles reveals that the perception and opinions respondents' toward stressful leadership styles that attribute to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for roles diversity denotes that the perception and opinions of respondents' roles diversity that attribute to organisational conflict is completely absent. Scale 2 for roles diversity denotes that the perception and opinions of respondents' roles diversity that attribute to organisational conflict is absent. Scale 3 for roles diversity denotes that the perception and respondents' roles diversity that attribute to organisational conflict is slightly absent. Scale 4 for roles diversity discloses that the perception and opinions of respondents' roles

diversity that attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for roles diversity denotes that the perception and opinions respondents' roles diversity that attribute to organisational conflict is slightly present. Scale 6 for roles diversity denotes that the perception and opinions respondents' roles diversity that attribute to organisational conflict is present. Scale 7 for roles diversity reveals that the perception and opinions respondents' roles diversity that attribute to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for member goal diversity denotes that the perception and opinions of respondents' on member goal diversity that attribute to organisational conflict is completely absent. Scale 2 for member goal diversity denotes that the perception and opinions of respondents' on member goal diversity that attribute to organisational conflict is absent. Scale 3 for member goal diversity denotes that the perception and respondents' on member goal diversity that attribute to organisational conflict is slightly absent. Scale 4 for member goal diversity discloses that the perception and opinions of respondents' on member goal diversity that attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for member goal diversity denotes that the perception and opinions respondents' on member goal diversity that attribute to organisational conflict is slightly present. Scale 6 for member goal diversity denotes that the perception and opinions respondents' on member goal diversity that attribute to organisational conflict is present. Scale 7 for member goal diversity reveals that the perception and opinions respondents' on member goal diversity that attribute to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for degree of dependence between groups denotes that the perception and opinions of respondents' degree of dependence between groups

that attribute to organisational conflict is completely absent. Scale 2 for degree of dependence between groups denotes that the perception and opinions of respondents' degree of dependence between groups that attribute to organisational conflict is absent. Scale 3 for degree of dependence between groups denotes that the perception and respondents' degree of dependence between groups that attribute to organisational conflict is slightly absent. Scale 4 for degree of dependence between groups discloses that the perception and opinions of respondents' degree of dependence between groups that attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for degree of dependence between groups denotes that the perception and opinions respondents' degree of dependence between groups that attribute to organisational conflict is slightly present. Scale 6 for degree of dependence between groups denotes that the perception and opinions respondents' degree of dependence between groups that attribute to organisational conflict is present. Scale 7 for degree of dependence between groups reveals that the perception and opinions respondents' degree of dependence between groups that attribute to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for member goal incompatibility denotes that the perception and opinions of respondents' member goal incompatibility that attribute to organisational conflict is completely absent. Scale 2 for member goal incompatibility denotes that the perception and opinions of respondents' member goal incompatibility that attribute to organisational conflict is absent. Scale 3 for member goal incompatibility denotes that the perception and respondents' member goal incompatibility that attribute to organisational conflict is slightly absent. Scale 4 for member goal incompatibility discloses that the perception and opinions of respondents' member goal incompatibility that attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for member goal incompatibility denotes that the perception and opinions respondents' member goal incompatibility that attribute to organisational conflict is slightly present. Scale 6 for member goal incompatibility denotes that the perception and opinions respondents' member goal incompatibility that attribute to organisational conflict is present. Scale 7 for member goal incompatibility reveals that the perception and opinions respondents' member goal incompatibility that attribute to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for reward system ambiguities denote that the perception and opinions of respondents' toward reward system ambiguities that attribute to organisational conflict is completely absent. Scale 2 for reward system ambiguities denote that the perception and opinions of respondents' toward reward system ambiguities that attribute to organisational conflict is absent. Scale 3 for reward system ambiguities denote that the perception and respondents' toward reward system ambiguities that attribute to organisational conflict is slightly absent. Scale 4 for reward system ambiguities disclose that the perception and opinions of respondents' toward reward system ambiguities that attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for reward system ambiguities denote that the perception and opinions respondents' toward reward system ambiguities that attribute to organisational conflict is slightly present. Scale 6 for reward system ambiguities denotes that the perception and opinions respondents' toward reward system ambiguities that attribute to organisational conflict is present. Scale 7 for reward system ambiguities reveal that the perception and opinions respondents' toward reward system ambiguities that attribute to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for size denotes that the perception and opinions of respondents' organisation size that attribute to organisational conflict is completely absent.

Scale 2 for size denotes that the perception and opinions of respondents' organisation size that attribute to organisational conflict is absent. Scale 3 for size denotes that the perception and respondents' organisation size that attributes to organisational conflict is slightly absent. Scale 4 for size discloses that the perception and opinions of respondents' organisation size that attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for size denotes that the perception and opinions respondents' organisation size that attributes to organisational conflict is slightly present. Scale 6 for size denotes that the perception and opinions respondents' organisation size that attributes to organisational conflict is present. Scale 7 for size reveals that the perception and opinions respondents' organisation size that attribute to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 carries the meaning that conflict arises from the predicament of stressful leadership styles, roles diversity, member goal diversity, degree of dependence between groups, member goal incompatibility, reward systems ambiguities, size and jurisdictional ambiguities is completely absent. Scale 2 means conflict arises from the predicament of stressful leadership styles, roles diversity, member goal diversity, degree of dependence between groups, member goal incompatibility, reward systems ambiguities, size and jurisdictional ambiguities is absent. Scale 3 implies that conflict arises from the predicament of stressful leadership styles, roles diversity, member goal diversity, degree of dependence between groups, member goal incompatibility, reward systems ambiguities, size and jurisdictional ambiguities is slightly absent. Scale 4 indicates that present of conflict is neutral. This is an ideal stage aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates the desirable level.

Scale 5 shows that conflict arises from the predicament of stressful leadership styles, roles diversity, member goal diversity, degree of dependence

between groups, member goal incompatibility, reward systems ambiguities, size and jurisdictional ambiguities is slightly present. Scale 6 point out that conflict arises from the complication of stressful leadership styles, roles diversity, member goal diversity, degree of dependence between groups, member goal incompatibility, reward systems ambiguities, size and jurisdictional ambiguities is present. Scale 7 means that conflict arises from the predicament of stressful leadership styles, roles diversity, member goal diversity, degree of dependence between groups, member goal incompatibility, reward systems ambiguities, size and jurisdictional ambiguities is to norm. This stage is the most undesirable level as the existence of conflict is contrary effecting the organisation.

Hence, the overall degree of conflict attributed by the structural source is measured by averaging the mean scores. This assumes that the variable has an equal weight. The scores that assigned to each of the respondents are defined by giving reasons based on the interpretation of the observer.

3.5.5 Personal Difficulties

Management styles involve factors of manager's personal characters, attitudes toward humanity, corporate values, organisational culture and etc. Elements that contribute to personal difficulties are differing individual system, personality types, psychographics (life styles), theological practices, physical characteristics, and, mental and philosophical characteristics.

An individual is enhanced by behaviour that reinforces values, less affected behaviour that is not value latent, and violated by behaviour that is inconsistent with deeply held values. The value component of the individual system can limit the range of goals, competencies and beliefs allowances, and it tends to evoke defensive behaviour when under threat or challenges (Combs & Snygg, 1959, quoted in Cohen, *et al*, 1992, p. 210).

In regards of personality types, there are Type A and Type B person. Type A behaviour pattern people are hard-driving, competitive individuals with strong sense of time urgency. They tend to be impatient, lose their temper, talk rapidly, and interrupt other during conversations (Friedman & Rosenman, 1994).

Type B behaviour pattern people are less competitive and less concerned about time limitations. Type B people may be just as ambitious to achieve challenging tasks, but they are generally approach life more casually and systematically (Kushnir & Melamed, 1991). In sum, several personal characteristics play a role in organisational conflict. Type A persons report becoming involved in conflict with others more frequently than Type B persons. Conversely, person who is self-monitoring report resolving conflict in more productive ways than person who is low in self-monitoring.

Psychographics is the science of measuring and categorising individual lifestyles. The most popular classifications based on psychographics measurement is the Values and Lifestyles (VALS) framework (Kotler, 2000, p. 169). Psychographics is an essential factor that will affect an individual in their context of daily life and work performance. Healthy and balanced life styles will certainly produce a more efficient person.

According to Howard (2000), theological doctrine is understood, as propositional articulation of theological truths, does not provide a natural way of thinking about biblical and rabbinical. It is sometimes said that all that matters is practice and conformity with the law. How one thinks about theological things, or even whether one thinks much about such things, is clearly less important than how one lives in the world (Howard, 2000). In the context of Malaysia, it could be a sign of great disrespect to conduct a formal meeting and discussion at 1.00pm to 2.30pm on Friday. The time shall be allocated for the Muslim employees to fulfil their theological obligations. The same applies to Christianity, whereby they need to go to church on Sunday. When this theological practice is being disturbed, it will lead to conflict.

According to (J. C Quick & J. D. Quick, 1984, quoted in McShane & Van Gilnow, 2000, p. 134), a leader should posses the physical fitness that can increase the leader's resilience to stressors. A physically fit leader is less likely to feel the harmful effects of distress than a leader who is less fit (Champoux, 2000, p. 221).

Mental characteristics can be defined the mental orientation characterising an individual's approach to making decisions. As such, this approach deals with cognitive and affective orientations of the individuals in their process of decision-making (Lysonski & Gaidi, 1991). 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.

3.5.5.1   Measure for Personal Difficulties

A seven-point Likert scale was used to reflect the respondents' perceptions and opinions rooted by personal variables that leaded to the organisational conflict. Personal variables is source of organisational conflict that stem from differing individual value system, personality types, psychographics, theological practices, physical characteristics and mental and philosophical characteristics.

The extent of the existence of differing individual value system, personality types, psychographics, theological practices, physical characteristics and mental and philosophical characteristics is measured by employing the seven point Likert scale. The scale is ranging from conflict is completely absent (=1) to conflict is to norm in the organisation (=7). The present of organisational conflict caused by the abovementioned variables will retard collaboration and stimulate misunderstanding in an organisation.

The observer is to observe the present of these variables by assigning the scores whereby such personal variables are completely do not lead to the organisational conflict or conflict is completely absent (=1) to personal variables are source to the organisational conflict or the occurrence of conflict is to norm in the organisation (=7). The rational is that these variables are correlated to the present of organisational conflict. The higher the score, the higher is the manifestation of organisational conflict and vice-versa. However, the complete absent of conflict does not imply that the organisation is performing well. When all these personal variables of the respondents do not exist and do not attribute

to organisational conflict or conflict is completely absent (=1) to the present of the variables which are attributed to the organisational conflict or the occurrence of conflict is to norm in the organisation (=7). These are the range used to assess the personal variables. The observational form for personal difficulties is illustrated in Appendix 5.

Personal indifferences are needed to enrich the culture, ideas and the efficiency of the smooth function of the organisation. The total absent of the personal indifferences will create a dull and non-agile organisation. On the other, extensive of indifferences will jeopardise the well function of the organisation.

Scale 1 for differing individual value system denotes that the perception and opinions of respondents' different individual value system that attribute to organisational conflict is completely absent. Scale 2 for differing individual value system denotes that the perception and opinions of respondents' different individual value system that attribute to organisational conflict is absent. Scale 3 for differing individual value system denotes that the perception and respondents' different individual value system that attributes to organisational conflict is slightly absent. Scale 4 for differing individual value system discloses that the perception and opinions of respondents' different individual value system that attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for differing individual value system denotes that the perception and opinions respondents' different individual value system that attributes to organisational conflict is slightly present. Scale 6 for differing individual value system denotes that the perception and opinions respondents' different individual value system that attributes to organisational conflict is present. Scale 7 for differing individual value system reveals that the perception and opinions respondents' different individual value system that attribute to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for personality types denote that the perception and opinions of respondents' personality types that attribute to organisational conflict is

completely absent. Scale 2 for personality types denotes that the perception and opinions of respondents' personality types that attribute to organisational conflict is absent. Scale 3 for personality types denote that the perception and respondents' personality types that attributes to organisational conflict is slightly absent. Scale 4 for personality types discloses that the perception and opinions of respondents' personality types that attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for personality types denote that the perception and opinions respondents' personality types that attributes to organisational conflict is slightly present. Scale 6 for personality types denotes that the perception and opinions respondents' personality types that attributes to organisational conflict is present. Scale 7 for personality types reveals that the perception and opinions respondents' personality types that attribute to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for psychographics (life styles) denote that the perception and opinions of respondents' psychographics (life styles) that attribute to organisational conflict is completely absent. Scale 2 for psychographics (life styles) denotes that the perception and opinions of respondents' psychographics (life styles) that attribute to organisational conflict is absent. Scale 3 for psychographics (life styles) denote that the perception and respondents' psychographics (life styles) that attributes to organisational conflict is slightly absent. Scale 4 for psychographics (life styles) disclose that the perception and opinions of respondents' psychographics (life styles) that attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict. Scale 5 for psychographics (life styles) denote that the perception and opinions respondents' psychographics (life styles) that attributes to organisational conflict is slightly present. Scale 6 for psychographics (life styles) denotes that the perception and opinions respondents' psychographics (life styles) that attributes to organisational conflict

is present. Scale 7 for psychographics (life styles) reveals that the perception and opinions respondents' psychographics (life styles) that attribute to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for theological practices denote that the perception and opinions of respondents' theological practices that attribute to organisational conflict is completely absent. Scale 2 for theological practices denotes that the perception and opinions of respondents' theological practices that attribute to organisational conflict is absent. Scale 3 for theological practices denote that the perception and respondents' theological practices that attributes to organisational conflict is slightly absent. Scale 4 for theological practices disclose that the perception and opinions of respondents' theological practices that attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict. Scale 5 for theological practices denote that the perception and opinions respondents' theological practices that attributes to organisational conflict is slightly present. Scale 6 for theological practices denotes that the perception and opinions respondents' theological practices that attributes to organisational conflict is present. Scale 7 for theological practices reveals that the perception and opinions respondents' theological practices that attribute to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for physical characteristics denote that the perception and opinions of respondents' physical characteristics that attribute to organisational conflict is completely absent. Scale 2 for physical characteristics denotes that the perception and opinions of respondents' physical characteristics that attribute to organisational conflict is absent. Scale 3 for physical characteristics denote that the perception and respondents' physical characteristics that attributes to organisational conflict is slightly absent. Scale 4 for physical characteristics disclose that the perception and opinions of respondents' physical characteristics

that attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for physical characteristics denote that the perception and opinions respondents' physical characteristics that attributes to organisational conflict is slightly present. Scale 6 for physical characteristics denotes that the perception and opinions respondents' physical characteristics that attributes to organisational conflict is present. Scale 7 for physical characteristics reveals that the perception and opinions respondents' physical characteristics that attribute to organisational conflict to norm. This is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 for mental and philosophical characteristics denote that the perception and opinions of respondents' mental and philosophical characteristics that attribute to organisational conflict is completely absent. Scale 2 for mental and philosophical characteristics denotes that the perception and opinions of respondents' mental and philosophical characteristics that attribute to organisational conflict is absent. Scale 3 for mental and philosophical characteristics denote that the perception and respondents' mental and philosophical characteristics that attributes to organisational conflict is slightly absent. Scale 4 for mental and philosophical characteristics disclose that the perception and opinions of respondents' mental and philosophical characteristics that attribute to organisational conflict is neutral. This is the ideal stage whereby appropriate level of present of organisational conflict.

Scale 5 for mental and philosophical characteristics denote that the perception and opinions respondents' mental and philosophical characteristics that attributes to organisational conflict is slightly present. Scale 6 for mental and philosophical characteristics denotes that the perception and opinions respondents' mental and philosophical characteristics that attributes to organisational conflict is present. Scale 7 for mental and philosophical characteristics reveals that the perception and opinions respondents' mental and philosophical characteristics that attribute to organisational conflict to norm. This

is stage means that the present of organisational conflict has excess the appropriate level. Thus, it is jeopardising the organisation.

Scale 1 carries the meaning that conflict arises from the complication of differing individual value system, personality types, psychographics, theological practices, physical characteristics and mental and philosophical characteristics is completely absent. Scale 2 means conflict arises from the complication of differing individual value system, personality types, psychographics, theological practices, physical characteristics and mental and philosophical characteristics is absent. Scale 3 implies that conflict arises from the complication of differing individual value system, personality types, psychographics, theological practices, physical characteristics and mental and philosophical characteristics is slightly absent. Scale 4 indicates that present of conflict is neutral. This is an ideal stage aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 is the desirable level.

Scale 5 shows that conflict arises from the complication of differing individual value system, personality types, psychographics, theological practices, physical characteristics and mental and philosophical characteristics is slightly present. Scale 6 point out that conflict arises from the complication of differing individual value system, personality types, psychographics, theological practices, physical characteristics and mental and philosophical characteristics is present. Scale 7 means that conflict arises from the predicament of differing individual value system, personality types, psychographics, theological practices, physical characteristics and mental and philosophical characteristics is to norm. This stage is the most undesirable level as the existence of conflict is jeopardising the performance and efficiency of the organisation.

Hence, the overall degree of conflict attributed by the personal variable is measured by averaging the mean scores. This assumes that the variable has an equal weight. The scores that assigned to each of the respondents are defined by giving reasons based on the interpretation of the observer.

3.5.6 Leadership Theories

Researchers identified leadership as the most important key factor that influence the speed of transformation in an organisation. Leadership theories and styles can give rise to conflict when they are imbalance manifestations in practice.

Most of the researches focus on the finding of leadership traits that were the qualities of a successful leader or distinguished leaders from followers. The traits investigated were physical factors, such as height and weigh; social characteristic, such as interpersonal skills and status; and personality characteristics (Jago, 1982). Review of leadership researches identified six traits as consistently associated with leadership: "... drive, desire to lead, honesty/ integrity, self confidence, cognitive ability and knowledge of the business" (Kirkpatrick & Locke, 1991).

Leaders varied their behaviours according to the needs and the task requirements of the group (Zaccaro & Kenny, 1991). The Ohio State University Leadership Studies consistently found two dimensions of leadership behaviour: Initiating Structure and Consideration.

Initiating structure is the task-oriented dimension of leader who makes individual task assignment, set deadlines, and clearly lay out what needs to be done. A moderate amount of initiating structure can help get good task performance in situations where people are not trained or face high task ambiguity (Howell & Frost, 1989).

Consideration is the people-oriented dimension of leadership behaviour. Leaders in high consideration show concern for members of their group, empathic, interpersonally warm, and interested in developing relationships with their subordinates based on mutual trust. Consideration has positive relationships with project quality and schedule in industrial development team (Keller, 1992). Employees working for supervisors high on both dimensions have more positive work attitudes (Hutchison, Valentino & Kirkner, 1998).

On the other hand, the University of Michigan Studies conceptualised two dimensions of leadership behaviour; Production-centred behaviour and

Employee-centered behaviour. Production-centred leaders focused on the task that had to be done, pressured subordinates to perform, and had little concern for people. While employee-centred leader behaviour focused on the people, their personal success, and the quality of the social system that formed the work unit (Likert, 1961 quoted in Cohen, *et al*, pp. 362-363).

Cognitive theory describes people as developing their thinking patterns as their lives unfold. Cognitive Resource Theory (CRT) considers situations in which the leader's cognitive resources can be either an asset or liability to the leader and group performance. CRT considers two leader characteristics: leader intelligence and experience. Intelligence is defined as an overall effectiveness in activities as measured by standardised intelligence test. Experiences include learned behavioural patterns and skills acquired through performing various tasks.

Path goal theory sees the leader's roles as one affecting a subordinate's motivation to reach desired goals. Path goal theory proposed four leader behaviours that are directive, supportive, participative and achievement-oriented (House, 1996).

Table 3.5.6.1 Summary of the explanation of each Leadership Theories

Theories	Explanation
A. Trait Theories	
1. Ambition and Energy	• Ambitious and energetic by inner motivation to purse their goals • Inspire an unbridled inquisitiveness and a need for constant learning.
2. Honesty and Integrity	• Leader's truthfulness and tendency to translate words into deeds. • Have followers maintained through the leader's honesty and integrity.
3. Intelligence	• Above-average cognitive ability to process enormous amounts of information. • A superior ability to analyse alternative scenarios and identify potential opportunities.
4. Desire to Lead	• Strong need for power as they want to influence others. • Have the strong desire to lead, so that they can influence others to accomplish goals that benefits the organisation.

Theories	Explanation
5. Self-confidence	▪ Believe in their leadership skills and ability to achieve objectives. Use impression management tactics to convince followers of their confidences.
6. Job Relevant Knowledge	▪ Know the business environment in which they operate. ▪ Knowledge that give them an intuitive understanding of which decisions to make and whose ideas make sense for the organisation's survival and success.
B. Behavioural Theory : Ohio State	
1. Initiating Structure	▪ Concerned with production and focus primary in getting the job done. ▪ Engage in organising work, inducing subordinates to follow rules, setting goals. ▪ Making leader and subordinates roles explicit.
2. Consideration	▪ Establishing good relations with subordinates and being liked by them. ▪ Engage in doing favour for subordinates, explaining things and ensuring the welfare of subordinates.
B. Behavioural Theory : University of Michigan	
1. Employee Orientation	▪ Concern for people. ▪ Prime concern is a quality interpersonal relationship with subordinates.
2. Production Orientation	▪ Concern for production. ▪ Prime concern is accomplishment of tasks and jobs.
C. Development Oriented	
1. Generating Experiments	▪ Continuously generate and conduct experiments and test in order to improve the current situations.
2. Seeking New Ideas	▪ Perpetually looking for new ideas, concepts, and solutions for betterment of organisation.
3. Promoting Changes	▪ Promoting improved changes to the organisation.
D. Cognitive Resource Theory	
1. Communication	▪ Open communication with subordinates and discuss problems openly.
2. Plans	▪ Regular and systematic planning by taking consideration of all related and relevant factors. ▪ Use planning as a device for controlling.
3. Decisions	▪ Able to make feasible and important decisions. ▪ Make decision unilaterally using available information.
4. Strategies	▪ Engage in strategising the best and most viable alternative for the benefit of organisation.
5. Directive Behaviour	▪ Assigning tasks, showing subordinates how to complete tasks and taking concrete steps to improve performance.
E. Situational Leadership Theory – Readiness of Followers	
1. Unable-ness	▪ Have the capability to carry out tasks and duties

Theories	Explanation
	assigned.
2. Willingness	▪ Willing to follow instruction and obey to leaders.
E. Situational Leadership Theory – Behaviour of Leaders	
1. Clear and Specific Direction	▪ The behaviour in providing clear and specific guidance for subordinates. ▪ Establishing work schedules and rules for subordinates.
2. High Task Oriented	▪ Monitor and ensure that subordinates produce and getting the job done.
3. Support and Participation	▪ Supportive behaviour focuses on establishing good relations with subordinates and satisfying their needs. ▪ Participative behaviour leaders will consult subordinates and permit them to participate in decisions.
4. Let Followers Perform	▪ Encourages subordinates to reach their peak performances. ▪ Expect subordinates to perform at their highest level. ▪ Show high confidence that subordinates will assume responsibility and accomplishing goals.

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

3.5.6.1 Measure for Leadership Theories

A seven-point Likert scale was also used to reflect the respondents' perceptions and opinions on the organisational conflict due to the leadership theories. The respondents' perception and opinion on the leadership theories and styles are ranging from very low emphasis (=1) to very high emphasis (=7). The observational form for leadership theories is illustrated in Appendix 6. When the respondents are having the perception of leadership theories that being practicalising is at the very low emphasis, leadership theories and do not give rise to organisational conflict and vice versa.

Scale 1 carries the meaning that conflict arises from the manifestation of leadership theories, i.e., traits theories is at very low emphasis. Scale 2 means conflict arises from the manifestation of leadership theories, i.e., traits theories is at low emphasis. Scale 3 implies that conflict arises from the manifestation of

leadership theories, i.e., traits theories is at slightly low emphasis. Scale 4 indicates that present of conflict is neutral. This is an ideal stage aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates the desirable level.

Scale 5 shows that conflict arises from the manifestation of leadership theories, i.e., traits theories is at slightly high emphasis. Scale 6 point out that conflict arises from the manifestation of leadership theories, i.e., traits theories is at high emphasis. Scale 7 means that conflict arises from the manifestation of leadership theories, i.e., traits theories is at very high emphasis. This stage is the most undesirable level as the existence of conflict is jeopardising the performance and efficiency of the organisation.

Scale 1 carries the meaning that conflict arises from the manifestation of leadership theories, i.e., behavioural theories are at very low emphasis. Scale 2 means conflict arises from the manifestation of leadership theories, i.e., behavioural theories are at low emphasis. Scale 3 implies that conflict arises from the manifestation of leadership theories, i.e., behavioural theories are at slightly low emphasis. Scale 4 indicates that present of conflict is neutral. This is an ideal stage aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates the desirable level.

Scale 5 shows that conflict arises from the manifestation of leadership theories, i.e., behavioural theories are at slightly high emphasis. Scale 6 point out that conflict arises from the manifestation of leadership theories, i.e., behavioural theories is at high emphasis. Scale 7 means that conflict arises from the manifestation of leadership theories, i.e., behavioural theories is at very high emphasis. This stage is the most undesirable level as the existence of conflict is jeopardising the performance and efficiency of the organisation.

Scale 1 carries the meaning that conflict arises from the manifestation of leadership theories, i.e., development orientated theory is at very low emphasis. Scale 2 means conflict arises from the manifestation of leadership theories, i.e., development orientated theory, is at low emphasis. Scale 3 implies that conflict

arises from the manifestation of leadership theories, i.e., development orientated theory, is at slightly low emphasis. Scale 4 indicates that present of conflict is neutral. This is an ideal stage aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates the desirable level.

Scale 5 shows that conflict arises from the manifestation of leadership theories, i.e., development orientated theory, is at slightly high emphasis. Scale 6 point out that conflict arises from the manifestation of leadership theories, i.e., development orientated theory, is at high emphasis. Scale 7 means that conflict arises from the manifestation of leadership theories, i.e., is at very high emphasis. This stage is the most undesirable level as the existence of conflict is jeopardising the performance and efficiency of the organisation.

Scale 1 carries the meaning that conflict arises from the manifestation of leadership theories, i.e., cognitive resource theory is at very low emphasis. Scale 2 means conflict arises from the manifestation of leadership theories, i.e., cognitive resource theory is at low emphasis. Scale 3 implies that conflict arises from the manifestation of leadership theories, i.e., cognitive resource theory is at slightly low emphasis. Scale 4 indicates that present of conflict is neutral. This is an ideal stage aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates the desirable level.

Scale 5 shows that conflict arises from the manifestation of leadership theories, i.e., cognitive resource theory is at slightly high emphasis. Scale 6 point out that conflict arises from the manifestation of leadership theories, i.e., cognitive resource theory is at high emphasis. Scale 7 means that conflict arises from the manifestation of leadership theories, i.e., cognitive resource theory is at very high emphasis. This stage is the most undesirable level as the existence of conflict is jeopardising the performance and efficiency of the organisation.

Scale 1 carries the meaning that conflict arises from the manifestation of leadership theories, i.e., situational leadership theory pertaining to the behaviour of leaders is at very low emphasis. Scale 2 means conflict arises from the

manifestation of leadership theories, i.e., situational leadership theory pertaining to the behaviour of leaders is at low emphasis. Scale 3 implies that conflict arises from the manifestation of leadership theories, i.e., situational leadership theory pertaining to the behaviour of leaders is at slightly low emphasis. Scale 4 indicates that present of conflict is neutral. This is an ideal stage aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates the desirable level.

Scale 5 shows that conflict arises from the manifestation of leadership theories, i.e., situational leadership theory pertaining to the behaviour of leaders is at slightly high emphasis. Scale 6 point out that conflict arises from the manifestation of leadership theories, i.e., situational leadership theory pertaining to the behaviour of leaders is at high emphasis. Scale 7 means that conflict arises from the manifestation of leadership theories, i.e., situational leadership theory pertaining to the behaviour of leaders is at very high emphasis. This stage is the most undesirable level as the existence of conflict is jeopardising the performance and efficiency of the organisation.

Scale 1 carries the meaning that conflict arises from the manifestation of leadership theories, including traits theories, behavioural theories, development orientated theory, cognitive resource theory and situational leadership theory pertaining to the behaviour of leaders is at very low emphasis. Scale 2 means conflict arises from the manifestation of leadership theories, including traits theories, behavioural theories, development orientated theory, cognitive resource theory and situational leadership theory pertaining to the behaviour of leaders is at low emphasis. Scale 3 implies that conflict arises from the manifestation of leadership theories, including traits theories, behavioural theories, development orientated theory, cognitive resource theory and situational leadership theory pertaining to the behaviour of leaders is at slightly low emphasis. Scale 4 indicates that present of conflict is neutral. This is an ideal stage aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates the desirable level.

Scale 5 shows that conflict arises from the manifestation of leadership theories, including traits theories, behavioural theories, development orientated theory, cognitive resource theory and situational leadership theory pertaining to the behaviour of leaders is at slightly high emphasis. Scale 6 point out that conflict arises from the manifestation of leadership theories, including traits theories, behavioural theories, development orientated theory, cognitive resource theory and situational leadership theory pertaining to the behaviour of leaders is at high emphasis. Scale 7 means that conflict arises from the manifestation of leadership theories, including traits theories, behavioural theories, development orientated theory, cognitive resource theory and situational leadership theory pertaining to the behaviour of leaders is at very high emphasis. This stage is the most undesirable level as the existence of conflict is jeopardising the performance and efficiency of the organisation.

In regards of the situational leadership theory, respondents are classified into two main categories, i.e., followers and leaders. Followers are constrained to staffs who do not lead and mainly carried out instruction given and assisting the leaders of the division. On the other hand, leaders are those who lead the division and involving themselves in numerous of planning, strategising, executing, organising and etc. A seven-point Likert scale was also used to reflect the respondents' perceptions and opinions on the organisational conflict due to the followers in term of readiness and the behaviour of the leaders. The observational form is illustrated in Appendix 6.

The first seven Likert scale looks at the degree of able-ness of the followers. The Likert scale that being adopted is ranging from completely unable (=1) to completely able (=7). A higher the scale for able-ness indicates that the leaders in the organisation are better in ensuring the smooth going of the organisation. The overall degree of conflict attributed to able-ness of the followers was measured by averaging the mean scores of these scales with the assumption that these two scales have an equal weight.

Scale 1 carries the meaning that the follower is completely unable to carry out tasks assigned. Scale 2 means the followers are unable to carry out tasks

assigned. Scale 3 implies that the followers are slightly unable to carry out tasks assigned. Scale 4 indicates that the followers are neutral in carry out tasks engaged. This implies that sometimes the followers are able to carry out tasks assigned but sometimes the followers are unable to carry out tasks that assigned.

Scale 5 shows that that the followers are slightly able to carry out tasks assigned. Scale 6 point out that that the followers are able to carry out tasks assigned. Scale 7 means that that the followers are completely able to carry out tasks assigned. This stage is the most desirable level as the follower will not stir up any conflict against their leaders. Thus, ensuring the smooth performance and efficiency of the organisation.

Concurrently, the willingness of the followers is also assessed. The Likert scale is ranging from completely unwilling (=1) to completely willing (=7). A higher the scale for willingness denotes that the leaders in the organisation are better in ensuring the smooth going of the organisation. The overall degree of conflict attributed to willingness of the followers was measured by averaging the mean scores of these scales with the assumption that these two scales have an equal weight.

Scale 1 carries the meaning that the follower is completely unwilling to carry out tasks assigned. Scale 2 means the followers are unwilling to carry out tasks assigned. Scale 3 implies that the followers are slightly unwilling to carry out tasks assigned. Scale 4 indicates that the followers are neutral in carry out tasks assigned. This implies that sometimes the followers are willing to carry out tasks assigned but sometimes the followers are unwilling to carry out tasks that assigned.

Scale 5 shows that that the followers are slightly willing to carry out tasks assigned. Scale 6 point out that that the followers are willing to carry out tasks assigned. Scale 7 means that that the followers are completely willing to carry out tasks assigned. This stage is the most desirable level as the follower will not agitate any conflict against their leaders. Thus, enable the smooth performance and efficiency of the organisation.

Hence, the overall degree of conflict attributed by the leadership theories is measured by averaging the mean scores. This assumes that the variable has an equal weight. The scores that assigned to each of the respondents are defined by giving reasons based on the interpretation of the observer.

3.5.7.1   Leadership Styles

Charismatic leadership, Transactional leadership, Transformational leadership and Visionary leadership are the leadership styles that studied in this research.

Charisma, the leadership quality that emanates from good social skills, the ability to relate to followers and sensitivity to others' feelings, is no more important than vision, comprising expert, analytical ability plus an innate sense of future possibilities. Together charisma and vision make for truly charismatic leadership (Birchfield, 2000).

Transformational leadership describes the process by which leaders effect radical change in the outlook and behaviour of followers. It is a leadership perspective that explains how leaders change teams or organisations by creating, communication and modelling a vision for a work unit, and inspiring employees to strive for that vision (McShane & Van Gilnow, 2000, p. 450). Transformational leadership theory proposes that leaders use behaviours that are more complex than initiation of structure and consideration. Transformational leadership also suggests that the majority of leadership theories focus on the exchange and transaction between leaders and their followers (Conger & Kanungo, 1998).

A vital strategy to succeed with both organisational and personal improvement of a leader is to be able to create a vision, to create a picture of success and accomplishment. Therefore, one can see it and visualise what the future look like (Yeoh, 1995, p. 115). Visionary leadership is not always synonymous with good leadership, and despite their great skills it is a mistake to treat visionary leaders as possessing superhuman qualities. In fact, they are products of their times. As times and contexts change the visionaries of

yesterday fade into obscurity or worse, become the villains of today (Westley & Mintzberg, 1989).

The best quality leaders are both visionaries and missionaries. They show which way to go, and would often be the first to roll down the road. Like any management practice, the business leader can learn much of this. The quality-leader ought to be visible. Once he has determined his vision and strategy, the next most relevant thing for him to do would be to demonstrate what he infers through example; i.e., he needs to "walk the chalk". Obviously he cannot influence people without contact (Ruin, 2000).

Table 3.5.7   Summary of the explanation of each Leadership Styles

Styles	Explanation
A. Charismatic Leadership	
1. Vision and Articulation	▪ Propose a vision of another, better state which is highly discrepant from current conditions. ▪ Articulate the proposed vision by taking realistic and appropriate action to accomplish it.
2. Personal Risk	▪ Unable to tolerate status quo in the organisation. ▪ Willing to anticipate personal risk in order to counter and change the status quo.
3. Sensitivity to Followers	▪ Concern with follower's needs.
4. Sensitivity to Environment	▪ Concern with the agile environments.
5. Unconventional Behaviour	▪ Willing to take personal risk and engage in unconventional actions in order to reach goals. ▪ For example: voluntarily reduced salary in order to demonstrate personal commitment to the organisation.
B. Transactional Leadership	
1. Contingent Reward	▪ Practices contingency basis, whereby take into account of the situation or context within the leadership occurs.
2. Lassiez-Faire	▪ Complete freedom to subordinates in individual decisions. ▪ Little participation in determining tasks and companions. ▪ Little attempt to appraise or regulate the course of events.
3. Management by Exception (passive)	▪ Subordinates are free to work with whoever they choose and division of tasks. ▪ "Objective" or "Fact-minded" in praise and critism and regular subordinates in spirit without doing too much of work.
4. Management by Exception	▪ Dictate the particular work tasks and work

(active)	• companion of each subordinates. • Remain aloof from active group participation except when demonstrating.

Styles	Explanation
C. Transformational Leadership	
1. Charisma	• Having the vision of how good things could be done in their organisation that is in contrast with status qou.
2. Inspiration	• Able to inspire followers to enthusiastically to support their visions.
3. Intellectual Stimulation	• Openly share information with subordinates, so that subordinates are aware of the problems and the needs for change. • Causes subordinates to view problems in their groups and throughout the organisation from a different perspective.
4. Individualised Consideration	• Demonstrating true concern for all well-being subordinates. • Support and encourage subordinates, giving them the opportunities to enhance their skills and capabilities and to grow and excel in job.
D. Visionary Leadership	
1. Express the Vision	• Articulate the visions among the subordinates.
2. Live the Vision	• Take necessary steps to realize their visions.
3. Extend the Vision	• Extend and develop the visions.

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

3.5.7 Measure for Leadership Styles

A seven-point Likert scale was also used to reflect the respondents' perceptions and opinions on the organisational conflict due to the leadership styles. The respondents' perception and opinion on the leadership styles are ranging from very low emphasis (=1) to very high emphasis (=7). The observational form for leadership styles is illustrated in Appendix 6. When the respondents are having the perception of leadership styles that being practicalising is at the very low emphasis and do not constitute to organisational conflict, the scale is 1 and vice versa, the scale is 7.

Scale 1 carries the meaning that conflict arises from the manifestation of leadership styles, i.e., charismatic leadership is at very low emphasis. Scale 2

means conflict arises from the manifestation of leadership styles, i.e., charismatic leadership is at low emphasis. Scale 3 implies that conflict arises from the manifestation of leadership styles, i.e., charismatic leadership is at slightly low emphasis. Scale 4 indicates that present of conflict is neutral. This is an ideal stage aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates such desirable level.

Scale 5 shows that conflict arises from the manifestation of leadership styles, i.e., charismatic leadership is at slightly high emphasis. Scale 6 point out that conflict arises from the manifestation of leadership styles, i.e., charismatic leadership is at high emphasis. Scale 7 means that conflict arises from the manifestation of leadership styles, i.e., charismatic leadership is at very high emphasis. This stage is the most undesirable level as the existence of conflict is endangering the performance and efficiency of the organisation.

Scale 1 carries the meaning that conflict arises from the manifestation of leadership styles, i.e., transactional leadership is at very low emphasis. Scale 2 means conflict arises from the manifestation of leadership styles, i.e., transactional leadership is at low emphasis. Scale 3 implies that conflict arises from the manifestation of leadership styles, i.e., transactional leadership is at slightly low emphasis. Scale 4 indicates that present of conflict is neutral. This is an ideal stage aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates such desirable level.

Scale 5 shows that conflict arises from the manifestation of leadership styles, i.e., transactional leadership is at slightly high emphasis. Scale 6 point out that conflict arises from the manifestation of leadership styles, i.e., transactional leadership is at high emphasis. Scale 7 means that conflict arises from the manifestation of leadership styles, i.e., transactional leadership is at very high emphasis. This stage is the most undesirable level as the existence of conflict is endangering the performance and efficiency of the organisation.

Scale 1 carries the meaning that conflict arises from the manifestation of leadership styles, i.e., transformational leadership is at very low emphasis. Scale 2 means conflict arises from the manifestation of leadership styles, i.e., transformational leadership is at low emphasis. Scale 3 implies that conflict arises from the manifestation of leadership styles, i.e., transformational leadership is at slightly low emphasis. Scale 4 indicates that present of conflict is neutral. This is an ideal stage aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates such desirable level.

Scale 5 shows that conflict arises from the manifestation of leadership styles, i.e., transformational leadership is at slightly high emphasis. Scale 6 point out that conflict arises from the manifestation of leadership styles, i.e., transformational leadership is at high emphasis. Scale 7 means that conflict arises from the manifestation of leadership styles, i.e., transformational leadership is at very high emphasis. This stage is the most undesirable level as the existence of conflict is endangering the performance and efficiency of the organisation.

Scale 1 carries the meaning that conflict arises from the manifestation of leadership styles, i.e., visionary leadership is at very low emphasis. Scale 2 means conflict arises from the manifestation of leadership styles, i.e., visionary leadership is at low emphasis. Scale 3 implies that conflict arises from the manifestation of leadership styles, i.e., visionary leadership is at slightly low emphasis. Scale 4 indicates that present of conflict is neutral. This is an ideal stage aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates such desirable level.

Scale 5 shows that conflict arises from the manifestation of leadership styles, i.e., visionary leadership is at slightly high emphasis. Scale 6 point out that conflict arises from the manifestation of leadership styles, i.e., visionary leadership is at high emphasis. Scale 7 means that conflict arises from the manifestation of leadership styles, i.e., visionary leadership is at very high

emphasis. This stage is the most undesirable level as the existence of conflict is endangering the performance and efficiency of the organisation.

Scale 1 carries the meaning that conflict arises from the manifestation of leadership styles, including charismatic leadership, transactional leadership, transformational leadership and visionary leadership is at very low emphasis. Scale 2 means conflict arises from the manifestation of leadership styles, including charismatic leadership, transactional leadership, transformational leadership and visionary leadership is at low emphasis. Scale 3 implies that conflict arises from the manifestation of leadership styles, including charismatic leadership, transactional leadership, transformational leadership and visionary leadership is at slightly low emphasis. Scale 4 indicates that present of conflict is neutral. This is an ideal stage aiming to achieve. The major concern in conflict management is to maintain conflict at functional levels for a work unit. As such, scale 4 indicates such desirable level.

Scale 5 shows that conflict arises from the manifestation of leadership styles, including charismatic leadership, transactional leadership, transformational leadership and visionary leadership is at slightly high emphasis. Scale 6 point out that conflict arises from the manifestation of leadership styles, including charismatic leadership, transactional leadership, transformational leadership and visionary leadership is at high emphasis. Scale 7 means that conflict arises from the manifestation of leadership styles, including charismatic leadership, transactional leadership, transformational leadership and visionary leadership is at very high emphasis. This stage is the most undesirable level as the existence of conflict is endangering the performance and efficiency of the organisation.

Hence, the overall degree of conflict attributed by the leadership theories is measured by averaging the mean scores. This assumes that the variable has an equal weight. The scores that assigned to each of the respondents are defined by giving reasons based on the interpretation of the observer.

3.6   Observation Period

Although the researcher cum the observer had worked in this department for sometimes, the scope of this study covers only the activities during the period October 2002 to December 2002. During the observation period, the department had gone through some changes and activities which had then culminated in the organisational structure that existed at the end of December 2002. For instances, number of activities which were formerly carried out by the Human Resource Department are delegated to T&E. This paper covers and confines to the changes and developments within the department during the observation period as abovementioned.

However, in regards of the familiarity and knowledge of the observer with the issues involved, the observer had sought further clarification from the related individual and key personnel in order to eliminate the possibility of observer bias. The observer also made attempts to verify certain views and perspectives with key individuals. The key individuals are chosen to remain anonymous due to reasons of confidentiality.

3.7   Sampling Design

Generally, there are two sampling techniques, i.e., probability techniques and non-probability techniques. In this research paper, non-probability sampling technique is used. In non-probability sampling, the probability of any particular member of the population being chosen is unknown. Convenience sampling (also known as haphazard or accidental sampling) is one of non-probability sampling technique. Based on the suitability of the research object, convenience sampling is adopted. Convenience sampling is the sampling procedure used to obtain those units or people most conveniently available (Zikmund, 2000, p. 350).

The sampling unit is a single element or group of elements subject to selection in the sample (Zikumd, 2000, p. 347). Primary sampling units is used, whereby a unit selected in the first stage of smapling. Hence, only one department is selected from MA. T&E is selected as the convenience sample. It is also a hundred percent population as all the staff in T&E are being observed in

this research. The sample size was determined at 15 employees or staffs from the T&E as at 31st December 2002. This sample size includes a manager, five senior executives or senior trainers, five executive or trainers and four clerks or assistants. T&E consists of three main divisions namely Life Training Division, General Training Division, Staff Training Division and Training Support Division.

A senior executive leads a division while. Training Support Division headed by two senior executives. These executives are responsible to the manager. Meanwhile, an executive will help the senior executive in each of the division. However the Staff Training Division has two executives. The department organisation chart is exhibited in Appendix 7. The clerks will help up in any of the division especially the Training Support Division. However, the clerks also have their own portfolio, for instances, prepare the training materials that requested by trainers, arrange the material to be courier to outstation branches, to assist in enrolments of examinations, prepare certificates for agents whom had completed the specific training programs, and etc.

3.8   Data Collection Procedure

Delbridge and Kirkpatrick (1994) categorise 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 were involved as what happened or the observer was recording what was said at the time. Statements by observer of what happened or what was said as well as the observer's interpretation, i.e., secondary observations were also being practised. Type of observation use in this research is the semi-structured observation, where observation is only minimal structured, but the recording is specified.

According to (Robson, 1993, p. 197), participant observation is likely to be informal discussion. An observation form, which served as an instrument is clearly constructed to guide and assist the recoding process (Hellriegel & Slocum, 1979, p. not known). The respective observational forms are illustrated

in the appendix of this research. (Robson, 1993, p. 197), suggested that the data collected should be classed as descriptive observation and narrative account.

In descriptive observation, 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 is made based on the writing of a narrative account. Thereafter, the observation was conducted in several situation including organisation's external and internal environment, groups and individuals task or job environment, 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 that the observer to put an analysis on the baseline assessment of the organisation or departments against the conflict functional variables using the measurement scales mention before.

In some undefined and grey area, the observer had conducted open-ended interview 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.

3.9   Data Analysis Techniques

Although the data collected in this research is purely descriptive, these data can be counted to establish the category that it has the most and whether are spread evenly between categories. Under this research, the abovementioned categories are the conflict functional variables. As the qualitative data is descriptive in nature, the might be the rise of problems like the data appears to be "bits" and "chunks".

One way of achieving the reduction and rearrangement of these messes of data, is to use the analytical techniques Hence, the degree of the spread is

measured by employing the seven point Likert scale. The act of analysing qualitative data is very likely to occur at the times of which the data is collected (Marshall & Rossman, 1989, quoted in Saunders, *et al*, 1997, p. 340). Thus, when the observer was collecting the data, it was also concurrently being analysed. The data collected is then transformed into categories which is being represented in numerical figures. Therefore, the quantitative research is formed. The data analysis techniques employed under this research is frequency and mean. Frequency and mean are served as the measurement instrument to facilitate the research result for determining the critical success factors or the conflict function variables.

3.9.1 Measurement Instruments: Frequency

The first basic technique used is frequency. Frequency tables are used to display the collective perspective for the variables under research. The implications to be drawn from such tables are the degree of similarity and positioning of the variables on the various elements being assessed. This would then assist the researcher in drawing conclusions about contributing factors, the impact of variables towards the study subject and its internal relationship among the variables. The frequency tables for respective conflict function variables are described in Chapter 4 of this research.

3.9.2 Measurement Instruments: Mean

The second data analysis technique used in this research is the basic technique of obtaining the mean score. The mean is an arithmetic average of the scores across the variables and it is the common measure of central tendency. It is the sum of the observed values in the distribution divided by the number of observations. In regards of this research, the mean score is an average score of the total number of variables used in a diagnostics. (Refer to Figure 3.3) The mean will give a number in the range of 1 to 7. For each diagnostics, the approach that is being used is to get a mean score.

$$\sum_{I=1}^{n} = \frac{\chi_I}{n}$$

Figure 3.3   Measurement of means score.

The sample size is relatively small and the research approach is based on a qualitative stance by employing the use of mean as a measurement instrument. Since the sample size is small, some shortcomings may arise from the mean measure. As such the researcher notes that conclusions drawn from the mean scores may not be validly applied to a larger sample. However, as the intent of the research is to focus on the particular division identified, there is reason to accept that such a method would capture the worldview and individual paradigms of the division.