

CHAPTER 4 FINDINGS/ ANALYSIS/ RESEARCH RESULTS

4.1 Summary of Respondents' Profile

Table 4.1 Summary of Respondents' Profile

Respondent	Race	Gender	Age	Marital Status	Position
R1	Chinese	Male	36	Married	Manager
R2	Chinese	Female	31	Single	Senior Executive
R3	Chinese	Female	29	Married	Senior Executive
R4	Chinese	Female	30	Single	Executive
R5	Malays	Male	28	Married	Senior Executive
R6	Malays	Female	27	Married	Executive
R7	Chinese	Female	24	Single	Executive
R8	Indian	Male	30	Single	Senior Executive
R9	Malays	Male	25	Single	Executive
R10	Chinese	Female	29	Single	Senior Executive
R11	Chinese	Male	32	Single	Executive
R12	Malays	Female	23	Single	Clerk
R13	Malays	Female	24	Single	Clerk
R14	Malays	Male	20	Single	Clerk
R15	Malays	Female	35	Married	Senior Clerk

Based on the respondents' profile shown in Table 4.1, the number of the Chinese and Malays respondents are the dominant. There are a total of nine female respondents as compared six male respondents. The age group of the respondent is in the range of late twenties to early thirties. Most of the respondents are single. Thus, it shows that most of the respondents in the department are relatively young.

4.2 Frequency and Mean Analysis for Variables

The analysis of the measures is confined in two statistical analyses, which are frequency and mean respectively. Below is the frequency and mean analysis for all the variables studied in this research which are non-verbal communication, barriers to cross-cultural communication, semantic difficulties, structural sources of conflict, personal variables sources of conflict, leadership theories, situational leadership theory, charismatic leadership, transactional leadership, transformational leadership and visionary leadership.

As abovementioned, the overall degree of conflict attributed by each of the conflict functional variables is measured by averaging the mean scores. This assumes that the variable has an equal weight. Below is the illustration of the mean analysis for each of the conflict functional factors accompanied by reasons based on the interpretation of the observer.

4.2.1 Frequency and Mean Analysis for Nonverbal Communication

Table 4.2.1 Frequency and Mean Analysis for Nonverbal Communication

V1 Nonverbal Communication	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Body Language								
- Body motions	3.27	-	-	60.0%	13.3%	6.7%	-	-
- Facial expression	3.67	-	-	46.7%	40.0%	13.3%	-	-
Paralinguistic								
- Perception of voice	3.13	-	13.3%	40.0%	40.0%	6.7%	-	-
- Pacing and Pitch	3.07	-	13.3%	40.0%	46.7%	-	-	-

Grand mean of nonverbal communication = 3.42

Based on Table 4.2.1, the nonverbal communications variables consist of two main sub-variables, which are body languages and paralinguistic. The results illustrates that body motion is ranked between slightly absent and slightly present. Body motion does not go for the extreme scenario, and it has the highest frequency at slightly absent in leading to conflict, i.e., 60.0%. This means that the body language of the respondents do not carry significant result to the manifestation of conflict in the department. This implies that all the respondents are mutually understand each other in terms of their body motion.

The identical result was found in facial expression too. However, the spread of the facial expression is more evenly as compared to body motion whereby the highest frequency was 46.7% at slightly absent and followed by neutral with 40.0% and lastly slightly present at 13.3%. Under paralinguistic, the

spread of the frequency is wider from absent to slightly present. Both scales, neutral and slightly present carry the same weight of 40.0%. This implies that the department's conflict does not arise from the perception of voice among the respondents. In fact, the department is performing normally with regards to this variable as the results shown that the highest frequency falls on neutral. Generally, the result implies that nonverbal communication is not the significant functional variable affecting the department's conflict. Based on the results, facial expression is one of the variables that led to conflict among other nonverbal communication variables.

Nonverbal communication scored a grand mean of 3.42, indicates that this conflict function variable nearly reaches the ideal stage of conflict, which is 4.00 as per Proposition 1, for nonverbal communication mentioned in Section 3.4. The mean shows that the department needs to escalate more conflicts in order to achieve the ideal stage. This means that conflict present for normal functioning of the organisation. Excessive conflict will impair the performance flow of the organisation while without conflict will not boost constructive conflict for the betterment of the organisation. Table 4.2.1 illustrated that paralinguistic requires more collaboration as compared to body languages. Both perception of voice and pacing and pitch are scoring means which are quite far from the abovementioned Proposition.

In view of the results obtained, the conflict management style that required is collaboration. When collaborative style is used, participants attempt to clarify their differences and consider the full range of alternatives with a view to solving the problem. Collaboration is a win-win approach as the solution sought by the group is advantageous to all the participants. As such, it is proposed to organise some courses and training programs to allow the respondents to express themselves and their ideas more effectively. The head of the department might consider hiring new recruits align to the department expansion. By recruiting new staff, it helps to escalates some constructive conflict within the department.

4.2.2 Frequency and Mean Analysis for Barriers to Cross-Cultural Communication

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V2 Barriers to Cross-Cultural Communication	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Semantic	3.60	-	-	60.0%	20.0%	20.0%	-	-
Word Connotations	3.60	-	-	60.0%	20.0%	20.0%	-	-
Perception Differences	3.60	-	13.3%	33.3%	33.3%	20.0%	-	-
Perception Differences	3.73	-	-	33.3%	60.0%	6.7%	-	-

Grand mean of barriers to cross-cultural communication = 3.50

Barriers to Cross-Cultural Communications variables include semantics, word connotation, perception differences and perception differences. Both semantic and word connotations variables were recorded having the same spread of frequency from slightly absent to slight present. The highest frequency falls on slightly absent of 60.0%. This meant that both variables are not the source for the department conflict. This could be due to the identical education background of the respondents in the department as most of them are Chinese educated. Perception difference variable has a spread from absent to slightly present with the same highest frequency at slightly absent and neutral, 20.0%.

Pertaining the respondents' perception, they do not face much problem in differences by recording the highest frequency at neutral. This could be due to the open communication between the head with his subordinates. He always encourage and welcome open communication. Hence, most of the respondents are conforming to the culture posted by the manager. As a result, the perception difference is observed at the level of neutral.

Barriers to cross-cultural communication are one of the factors that has slight absent in impacting the organisational conflict. The mean for this variable is rated at 3.50, which is 0.60 below the neutral score of 4.00 based on Proposition

2, for barriers to cross-cultural communication as per Section 3.4. The score should be neutralised to 4.00, indicating that conflict is needed for normal functioning of the organisation. Excessive conflict will impair the performance flow of the organisation while without conflict will not boost constructive conflict for the betterment of the organisation. Among all the elements used to measure barriers to cross-cultural communication, semantics, word connotation and perception differences need to be jot up by 0.40 while perception difference needs to be jot up by 0.27. The mean that shows cross-cultural communication exists and thus developed into conflict in the organisation.

Based on the results obtained, the head of the department might consider drawing a proper recruitment planning by hiring more diversified staff. The diversity shall focus on races, education background and upbringings. In view of this, the conflict management styles that being adopted is accommodation. As the department is placing its interest at self-sacrificing for altruistic, putting the entire organisation's interest first.

As the current status shown that semantic and word connotation are at the level of slightly absent. Therefore, these two elements need to jot up a little more. Some encouragements in term of promoting communication activities are needed. For examples, story-telling sessions among the trainers, practising speech delivery, and etc. These activities are aimed at boosting the communication abilities. Meanwhile, the department may send trainers and clerks for some training programs, which particularly help to develop this area.

4.2.3 Frequency and Mean Analysis for Semantic Difficulties

Table 4.2.3 Frequency and Mean Analysis for Semantic Difficulties

V3 Semantic Difficulties	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Filtering	3.80	-	-	46.6%	26.7%	26.7%	-	-
Defensiveness	4.33	-	-	20.0%	33.3%	33.3%	13.3%	-
Language	3.73	-	-	40.0%	46.7%	13.3%	-	-
Selective Perception (Weltanschauung)	3.73	-	-	40.0%	46.7%	13.3%	-	-
Information Overload	3.80	-	-	26.7%	66.7%	6.7%	-	-
Channels Chosen	3.37	-	6.7%	53.3%	33.3%	6.7%	-	-

Grand mean of barriers to cross-cultural communication = 3.89

Semantics difficulty involves filtering, defensiveness, language, selective perception, information overloaded and channels chosen. For filtering, the respondents are observed to spread from slightly absent to slightly present. The highest frequency occurred at slightly absent while neutral and slightly present shares the same score. While defensiveness has a spread from slightly absent to present recorded the highest frequency at slightly present and present, 33.3%. This could be due to the upbringing of the respondents whereby they are rather conservative and protective. Therefore, the results shown that the department conflict may arise due to their defensiveness.

Meanwhile for languages, they do not face any great problem that lead to department conflict. Among all the variables assessed under semantic difficulties, selective perception (Weltanschauung) and information overload are the two variables that perform neutrally. This implies that conflict occur at the appropriate level. However, for channel chosen, it has a spread from absent to slightly present with the highest frequency at slightly absent of 53.3%, followed by neutral of 33.3% and both absent and slight present recorded the frequency of 6.7%. Based the results, it also show that not much of conflict occurred in view of the semantic difficulties.

Table 4.2.3 shows that the mean score for semantic difficulties is recorded at 3.89. It is a minor contribution factor to conflict accordance to Proposition 3, for semantic difficulties as per Section 3.4. The score for semantic difficulties shall be neutralised to 4.00, indicating that conflict is needed for normal functioning of the organisation. Excessive conflict will ruin the performance of the organisation while without conflict will not encourage constructive conflict for the betterment of the organisation. Filtering, language, selective perceptions, information overload and channels chosen, all need to be jot up while defensiveness needs to be reduced by 0.33. Based on the protective behaviour among the respondents, the defensiveness issue at the ideal stage.

In view of the results obtained, the head might source some feedback from all the respondents in improving the channel of communication. From the discussion, the head may propose to the top management in enriching the current communication channel to more successful communication. This is vital especially when the trainers are dealing with the agency forces in imparting the organisation product knowledge. Therefore, collaboration is used as the conflict management style.

In handling the defensiveness of the respondents, the conflict management style employed is compromise. The head may introduce and explain to all the respondents on the four social human behaviours, i.e., amiable, driver, analytical, and expressive to the respondents. By having a fair understanding of all these behaviours, the respondents can understand the category of each of their colleagues fall under better. Therefore, they can understand each other better and reduce the defensiveness. In other words, as a compromise situation, the respondents involved in a conflict gives up something and thus, there is no winner or loser. This can be done by organising a session for the respondents and give a talk on this topic or similar topic like temperament.

4.2.4 Frequency and Mean Analysis for Structural Sources of Conflict

Table 4.2.4 Frequency and Mean Analysis for Structural Sources of Conflict

V4 Structural Sources of Conflict	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Stressful Leadership Styles	4.23	-	-	20.0%	40.0%	33.3%	6.7%	-
Roles Diversity	4.53	-	-	13.3%	20.0%	66.7%	13.3%	-
Member Goal Diversity	3.73	-	-	33.3%	60.0%	6.7%	-	-
Reward System Ambiguity	3.27	-	-	86.7%	-	13.3%	-	-
Size	3.47	-	-	73.3%	13.3%	6.7%	6.7%	-

Grand mean of structural sources of conflict = 3.99

Structural is another variable that constitute to the analysis of conflict. Under the structural sources, there are five sub-variables, i.e., stressful leadership styles, roles diversity, member goal diversity, reward system ambiguity and size. Based on Table 4.2.4, the stressful leadership styles spread in the range of slight absent to present which the highest scale at neutral, 40.0%. The score of present is recorded at 6.7%. This indicates that the stressful leadership is not a substantial factor for the manifestation of department conflict. In the meantime, roles diversity is being practised in the sample and the highest frequency was recorded at present. This indicates that department conflict happened in the sample and the reason is roles diversity.

Member goal diversity is performing neutrally with 60.0% of frequency. This implies that each of the respondents is having their own goals. However it managed to be balanced among them and thus achieved the level of performing to norm in the department. Reward system variable is only having two frequencies, at slightly absent of 86.7% while slightly present of 13.3%. This carries the message that they are equally happy with the reward that they got and thus no conflict is arise. Size is not a factor that led to conflict as it recorded highest frequency at slight absent of 73.3%. Based on the results generated;

roles diversity, reward, and size are the variables constituted to department conflict.

Structural sources registered a mean of 3.99. With reference to Proposition 4, for structural source as per Section 3.4, the score for structural source shall be neutralised to 4.00, indicating that conflict is needed for normal functioning of the organisation. 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. The results shown that it need little more effort to jot up to 4.00. Based on Table 4.2.4, stressful leadership styles and roles diversity need to tune down while member goal diversity, reward system ambiguity as well as size need to be jot up, especially reward system ambiguity. Generally, structural sources is slightly absent in contributing to conflict.

The head of the department might consider solving the extensive rise of conflict from roles diversity by adopting roles rotation. This strategy is a combination between the conflict management styles of avoidance and collaboration. When roles rotation is used, it is avoidance because; the head is trying to prevent an overt demonstration of disagreement in the respective respondents. Thereon, collaboration style is used. The head of the department might seek the co-operation from all parties and practices temporarily and or permanent rotation based on unique situation. With the implementation of roles rotation, it can eliminate the frustration that steam from roles diversity.

For reward system, as the current policy of the organisation is offering contractual bonus to the staffs, the department head might contemplate some non-monetary reward system. For instance, more recognition and promotions to reward the respondents. The accommodation conflict management style is in practice here. The head has to sacrifice by fighting more pecuniary reward for his subordinates in the department by proposing to the senior vice president. This might help to jot up some constructive conflict within the department as each of the respondents strive for the reward introduced by the department head.

4.2.5 Frequency and Mean Analysis for Personal Difficulties As Sources of Conflict

Table 4.2.5 Frequency and Mean Analysis for Personal Difficulties Sources Of Conflict

V5 Personal Difficulties Sources of Conflict	Mean	Scale 1 Completely absent	Scale 2 Absent	Scale 3 Slightly absent	Scale 4 Neutral	Scale 5 Slightly present	Scale 6 Present	Scale 7 To norm
Differing Individual Value System	3.47	-	-	66.7%	20.0%	13.3%	-	-
Personality Types	3.60	-	-	60.0%	20.0%	20.0%	-	-
Psychographics (Life Styles)	3.60	-	-	40.0%	60.0%	-	-	-
Theological Practices	3.20	-	-	86.7%	6.7%	6.7%	-	-
Physical Characteristics	3.33	-	6.7%	66.7%	13.3%	13.3%	-	-
Mental Philosophical Characteristics	3.37	-	-	46.7%	33.3%	20.0%	-	-

Grand mean of personal difficulties sources of conflict = 3.65

There are six sub-variables led to the personal difficulties namely, differing individual value system, personality types, psychographics, theological practices, physical characteristics and mental philosophical characteristics. Based on Table 4.2.5, it shows that most of the variables assessed are confined with highest frequency at slightly absent.

Differing individual value system is recorded at 66.7%, personality types at 60.0%, theological practices at 86.7%, physical characteristics at 66.7% and mental philosophical characteristics at 46.7%. This implies that department conflict is unlikely to happen due to personal difficulties.

Meanwhile, psychographics (life styles) variable is recorded neutral at 60.0%. Thus, it indicates that most of the respondents are having their own life styles that some may lead to conflict while others do not and therefore, they have balanced the entire department in regards for psychographics (life styles). This could be due to the age of the respondents whereby they are all relatively young,

some of them are more focused on career development while others focused on their newly developed family. As such, it was observed the department is at the harmony stage which no major department conflict. Subsequently, the department is rather dry for new ideas and development.

The mean for personal difficulties is recorded at 3.65. According to Proposition 5, for personal difficulties mentioned at Section 3.4, the score for personal difficulties shall be neutralised to 4.00, indicating that conflict is needed for normal functioning of the organisation. Excessive personal difficulties will cause organisational conflict. This results obtained indicates that personal variable is a factor that causes organisational conflict. It needs to be jot up by 0.35. All elements assessed under personal difficulties needs to be collaborated especially theological practise. More effort is required to jot up for ideal level of conflict.

In order to calibrate the issue of personal difficulties, this is again tied in to the staffs recruitment planning. The department head may draw a detailed recruitment selection for new recruits which reflect the diversification of races, education background, upbringings and etc.

4.2.6 Frequency and Mean Analysis for Leadership Theories

There are few leadership theories being studied in this research. There are four large groups of theories, which are traits theories (Ambition and energy, honesty and integrity, intelligence, desire to lead, self-confidence, job relevant knowledge), behavioural theories (Ohio State and University of Michigan), development orientated (Generating experiments, seeking new ideas and promoting changes) and cognitive resource theory (Communication, plans, decisions, strategies and directive behaviours). In view that these are the leadership theories, it only applied to all the leaders confined in this research. Based on the sample of research, there are only eleven leaders, i.e., all the respondents, excluding clerks.

Table 4.2.6a Frequency and Mean Analysis for Traits Theories

V6a Traits Theories	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Ambition and Energy	4.17	-	-	9.1%	45.5%	27.3%	10.2%	-
Honesty and Integrity	4.25	-	-	9.1%	36.4%	45.5%	-	9.1%
Intelligence	4.08	-	-	9.1%	36.4%	54.5%	-	-
Desire to Lead	4.25	-	-	9.1%	36.4%	36.4%	18.2%	-
Self-Confidences	4.58	-	-	-	27.3%	45.5%	27.3%	-
Job-Relevant Knowledge	4.71	-	-	-	9.1%	54.5%	36.4%	-

Grand mean of traits theories = 4.73

Table 4.2.6a, illustrates the results obtained from traits theories. In regards of the criteria assessed under ambition and energy, the highest frequency falls on neutral of 45.5% while the lowest frequency falls on slight high emphasis of 10.2%. This implies that ambition and energy are not highly emphasised in the department till it contributes to organisational conflict.

Nevertheless, honesty and integrity is a slight contribution factor. This can be observed by its level of conflict that rated at slight high emphasis with the highest frequency of 45.5%. There is also one outlier which recorded with its level of conflict is present to norm of 9.1%. This mean that honesty and integrity is regarded as important values in the department and receiving high attention by the head of the department. As such, when it is so highly emphasised and practised, it generates organisational conflict. The reason behind the results could be due to the over expectation of the head of the department until he is unable to tolerate with any dishonesty acts. Hence, it creates a situation whereby other respondents find it difficult to work with him and thus lead to conflicts.

Meanwhile, the frequency for intelligence is spread slight low emphasis to slight high emphasis. The highest frequency was recorded at slight high emphasis of 54.5%. This implies that emphasis in intelligence in the department among the respondents have resulted the slight present of conflict. However, desire to lead recorded the highest frequency with slight high emphasis of 45.5%,

while neutral and high emphasis sharing the same percentage of 27.3%. This indicates that the respondents are observed to be having the desire to lead until it generates some organisational conflict in the department. This also explained on the results obtained for intelligence. When the respondents having high emphasis in intelligence, they have the tendency to lead.

Self-confidence and job relevant knowledge is sharing the same spread from neutral to high emphasis. Both recorded the highest frequency at slightly high emphasis of 45.5% and 54.5% respectively. This is explained by the nature of the job function in the department. As the T&E is providing training to agency support as well as staff, all respondents in the department shall have high level of confidence and job relevant knowledge.

Generally, traits theories is a minor contribution factor to organisational conflict as most of the variables assessed are spread with the highest frequency at the level of neutral and slight present.

In the analysis of mean, it registered a mean of 4.73 as illustrated in Table 4.2.6a. With reference to Proposition 6 as illustrated in Section 3.4, the score for leadership theories shall be neutralised to 4.00, indicating that conflict is needed for normal functioning of the organisation. Excessive conflict will impair the performance flow of the organisation while without conflict will not boost constructive conflict for the betterment of the organisation. The substantial present of self-confidence and job relevant knowledge sharing required much of effort to reduce to the neutralise level.

Honesty and integrity, desire to lead, ambition and energy as well as intelligence need to be reduced accordingly. Based on the abovementioned Proposition, traits theory with a mean of 4.73 is regarded as exited neutralise level, thus traits theories is a contributing factor that leading to conflict in the organisation.

Proposed solutions for traits theories are in the areas of motivational cum leadership training programs, such as Seven Habit of Highly Effective People, Fast Growth, Moving Forward, Awareness Before Change and etc. This is a collaboration style in conflict management as the solution contains advantageous

element to all parties involved. The objectives of these training courses are to enhance the leadership skills of the respondents as well as widen the knowledge of the respondents.

Besides attending courses, the department head may propose and introduce some opportunities to expose the respondents to various leadership situation that assist in developing better leader. Meanwhile, the respondents are encouraged to have open communication with the department head, as and when, they can obtain valuable counselling and comments from the department head.

Table 4.2.6b Frequency and Mean Analysis for Behavioural Theories - Ohio State and University of Michigan

V6b Behavioural Theories	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
<i>Ohio State</i>								
- Initiating Structure	4.27	-	-	18.2%	36.4%	45.5%	9.1%	-
- Consideration	3.91	-	-	36.4%	45.5%	9.1%	9.1%	-
<i>University of Michigan</i>								
- Employee-Oriented	3.82	-	-	36.4%	45.5%	18.2%	-	-
- Production-Oriented	4.41	-	-	27.3%	36.4%	36.4%	-	-

Grand mean of behavioural theories (Ohio State and University of Michigan) = 4.10

With regard to behavioural theories, Ohio State and University of Michigan, are the theories that being studied. The results obtained from Table 4.2.6b, shows that initiating structure is having the highest frequency at slightly high emphasis. This implies that initiating structure is regarded as an important element in the department. Therefore, it does contribute to conflict in a way that when too much emphasis in initiating structure, it makes the other colleagues feel uneasy and thus lead to conflict.

However, initiating structure is not a very prominent factor as its score for neutral is 36.4%. As compared to consideration, it is operating at the ideal level with the highest frequency of 45.5%. This implies that most of the respondents are practising a moderate level of consideration, neither too rigid nor too lenient. Basically, Ohio State is not a substantial factor that leads to conflict.

Employee-orientation and production-orientation are the two factors that being studied under University of Michigan. The results acquired from Table 4.2.6b shown that employee-orientation is recorded with the highest frequency at neutral, 45.5% while production-orientation is at both neutral and slightly high emphasis, 36.4%. This indicates that the conflict functional factor for University of Michigan is at the moderate level that did not generate substantial conflict to the department. It can be explicated as both employee-orientation and production orientation are applied according to situations. Thus, conflict does not exist substantially.

For the analysis of mean, Ohio State registered a mean slightly lower than University of Michigan. However, both scores are not observed to be at the ideal level of 4.00. Ohio State with a mean score of 4.09 with initiating structure and consideration recorded at 4.27 and 3.91 respectively.

Based on the abovementioned Proposition 6, the mean score shall be neutralised to 4.00. Based on the results obtained, initiating structure requires a reduction of 0.27 while consideration needs some effort to jot up to 4.00. Mean while for University of Michigan, the sample is more focused in production orientation as compared to employee orientation. This is due to the culture posted by the head of the department. Employee-orientation is slightly lower with a mean of 3.82 while production employee is at a higher mean of 4.41. As such, the behavioural theories are an element that may develop into conflict in the organisation.

It is also suggested to have some leadership courses for the respondents as abovementioned, open communication, exposure of learning opportunities guided by the department head, and etc.

Table 4.2.6.c Frequency and Mean Analysis for Behavioural Theories - Development Oriented

V6c Behavioural Theories – Development Oriented	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Generating Experiments	4.36	-	-	27.3%	9.1%	63.6%	-	-
Seeking New Ideas	4.73	-	-	9.1%	9.1%	81.8%	-	-
Promoting Changes	4.18	-	-	27.3%	27.3%	45.5%	-	-

Grand mean of behavioural theories – Development Oriented = 4.42

Development-oriented is another leadership theories being studied in this research. Results shown in Table 4.2.6c imply that generating experiments is a factor that leads to conflict with the highest frequency at slightly high emphasis, 63.6%. T&E is always at the development stage to improve the efficiency and upgrade the department. As such, it recorded slightly high emphasis in generating experiments. When this happened, the respondents might not able to respond well and meet the expectation of the head. Thus, organisational conflict could be easily transpired.

The same applies to seeking new ideas and promoting change. Both recorded the highest frequency at slightly high emphasis of 81.1% and 45.5% respectively. No doubt that these activities are crucial in the department and therefore they receive some important weigh-tage in the eyes of the head. But, it caused some manifestation of conflict among the respondents. Based on the results reviewed from development-oriented theories, it is a contributing factor for organisational conflict.

In the development-orientated element, the sample is having high emphasis with a mean of 4.42. Based on the abovementioned Proposition 6, Section 3.4, the mean score shall be neutralised to 4.00. Due to the nature of the function in the department, development is very much encouraged by the head of the department. However, after the assessment is carried out, seeking ideas recorded the highest mean of 4.73 followed by generating experiments, 4.36 and

promoting changes, 4.18. As such, all these needs some collaboration in order to tune it to the neutralised mean score of 4.00. In view of the high mean score, development oriented is a contribution factor towards organisational conflict.

The intervention that the department may consider is out-sourcing for the external consultant to conduct relevant leadership training for the respondents. The training opportunities enable the respondents to understand better and apply the appropriate leadership skill. For example, to what extent that particular leader powers, such as coercive power, reinforcement shall be applicable when dealing with subordinates. Nevertheless, the leaders shall have a fair knowledge of certain psychology of subordinates. Therefore, the training programs shall also serve as an eye-opener in the aspect of employees' psychology.

Table 4.2.6d Frequency and Mean Analysis for Behavioural Theories - Cognitive Resource Theory

V6d Behavioural Theories – Cognitive Resource Theory	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Communication	4.18	-	-	18.2%	45.5%	36.4%	-	-
Plans	4.82	-	-	-	36.4%	45.5%	18.2%	-
Decisions	4.45	-	-	-	54.5%	45.5%	-	-
Strategies	4.82	-	-	-	27.3%	63.6%	9.1%	-
Directive Behaviour	4.50	-	-	9.1%	36.4%	45.5%	9.1%	-

Grand mean of behavioural theories – Cognitive Resource Theory = 4.55

Cognitive Resource Theory (CRT) studies the aspect of communication, plans, decision, strategies and directive behaviour. Table 4.2.6d shown that CRT is a slight contributing factor to conflict with the highest frequency scattered at neutral and slight high emphasis. In communication, the highest frequency falls on neutral. The department's practice is that during selection process of new recruits, ability to communicate well should be one of the main criteria in the job function of training. Therefore, it is at the neutral level of emphasis. In addition,

as most of the respondents are able to communicate, the possibility of conflict caused by communication is at the minimum level.

In contrast, for plans, is also obtained some attention with the highest frequency falls on slightly high emphasis. As the daily work of T&E involves scheduling and organising events, a lot of planning work is required. This explains planning having a slight high emphasis. The respondents at times are unable to cope with the volume of the planning schedules, and thus lead to the present of conflict, with the percentage of 45.5%. Meanwhile decision has the highest frequency at neutral. The department head is a very careful staff and most of the decision will have to go through his approval. Therefore, the emphasis is at the moderate level. As the decision-making process will be monitored well by the head, organisational conflict will occur only at the ideal level.

Strategies and directive behaviour have the highest frequency at slightly high emphasis of 63.6% and 45.5% respectively. The department plays an important role in the organisation. The department exists to provide the appropriate training to the agency force that is meant to generate the organisation income. Therefore, strategies receive slightly high emphasis. The expectation of the head is also high. As a result, it does create some stressful situation towards the respondents and conflict will then happen. Directive behaviour is no less important as it receives a moderate level of emphasis and slightly high emphasis, i.e., 36.4% and 45.5%. In a nutshell, CRT does contribute to organisational conflict in the department.

Table 4.2.6d illustrates the mean for CRT which is 4.55. Refer to the Proposition 6 mentioned in Section 3.4 the score for leadership theories and shall be neutralised to 4.00, indicating that conflict is needed for normal functioning of the organisation. Excessive conflict will impair the performance flow of the organisation while without conflict will not encourage positive conflict for the betterment of the organisation. The results show that too much of emphasis has happened in plans and strategies with the means scores of 4.82, followed by

directive behaviour, 4.50, decisions, 4.45 and lastly communications, 4.18. This indicates that conflict function variable is present in the development of conflict.

Again, the suggested course of action is to organise and arrange for leadership courses whereby it will help the respondents to apply the appropriate level of leadership skills, not forgetting the importance of psychology aspect.

Table 4.2.6e Frequency and Mean Analysis for Situational Leadership Theories - Readiness of Followers and Behaviour of Leaders

V6e Situational Leadership Theories – Readiness of Followers	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Able-ness	4.36	-	-	7.1%	28.6%	57.1%	7.2%	-
Willingness	4.54	-	-	14.3%	28.6%	42.9%	14.3%	-
Behaviour of Leaders	Mean	Scale 1	Scale 2	Scale 3	Scale 4	Scale 5	Scale 6	Scale 7
Clear, Specific Direction	4.45	-	-	-	63.6%	27.3%	9.1%	-
High Task Oriented	4.45	-	-	9.1%	36.3%	54.5%	-	-
Support and Participation	4.55	-	-	-	54.5%	36.4%	9.1%	-
Let Followers Perform	3.73	-	-	36.4%	54.5%	9.1%	-	-

Grand mean of situational theories – Readiness of Followers = 4.54

Grand mean of situational theories – Behaviour of Leaders = 3.48

Under situational leadership theory, two elements are being studied, i.e., readiness of followers and behaviour of leaders. Only followers are being taken into account when assigning the scores for readiness of followers. Thus, there are only fourteen followers, excluding the manager. For behaviours of leaders, only leaders were being assessed. In this research, there are only eleven leaders, excluding the four clerks.

Table 4.2.6e exhibits the results for readiness of followers. The department is practising a slightly high emphasis for followers' able-ness of 57.1% as well as willingness of 42.9%. However, having too much of emphasis towards these two elements will lead to organisational conflict. Reason being,

when the expectation level is high while in reality, the respondents are unable to cope and it will then lead to conflict.

Table 4.2.6e shows the results obtained from behaviour of leaders. The leaders are having neutral level of emphasis for providing clear and specific direction, as these are the crucial criteria that all the leaders shall abide with. Therefore, the highest frequency falls on neutral, 63.6%. Meanwhile, the head of the department is very focused on discipline and therefore, the whole of the department is emphasised in high task orientation, 36.3%. A piece of task shall be carried out with much responsibility. As such, slightly high emphasis on task orientation causes slight present of conflict.

Meanwhile, the department is rather supportive and participative in events that organised by other of the respondents. Thus, conflict exists at the ideal stage with the highest frequency of 54.5%. On the other hand, the department also practice certain level of freedom by allowing the respondents to perform. In other words, depending on the events or tasks, they are allowed perform freely based on the followers' ideas and wishes. Therefore, conflict is occurred at the appropriate level in the organisation with the highest frequency at neutral, 54.5%.

In situational leadership theories, readiness of followers and behaviour of leaders are being contested. Based on the score obtained from Table 4.2.6e, means scores for readiness of followers was registered at 4.54 while behaviour of leaders was registered at 3.48.

According to Proposition 6, posted in Section 3.4, the score for leadership theories shall be neutralised to 4.00, indicating that conflict is needed for normal functioning of the organisation. Excessive conflict will impair the performance flow of the organisation while without conflict will not boost constructive conflict for the betterment of the organisation. As the leaders are having high emphasis on both able-ness and willingness, the mean scores were recorded at 4.36 and 4.54 accordingly. Hence, both able-ness and willingness need to be reduced accordingly.

In the assessment for behaviour of leaders, the lowest emphasis among the rest falls on let followers perform with the mean score of 3.73. In this

particular element, it needs to be jot up by 0.27 in order to neutralise the situation. Since both readiness of followers and behaviour of leaders failed to meet the neutral mean score of 4.00, they are regarded as the contributing factor towards organisational conflict.

The intervention steps would have to focus into the morale aspect of the respondents. The department head plays an important role here. The department head shall have strong conscious on the morale level of the respondents. He is advised to give appropriate counselling or dialogue session to the respondents especially when he notes that a potential morale issue of the respondents are to steam. In other words, the compromise conflict management style is used throughout the counselling session; the counsellor will encourage the counselee to give up on his or her bad habit and attitudes.

4.2.7 Frequency and Mean Analysis for Leadership Styles

There are four leadership styles are being adopted in this research. There are charismatic leadership, transactional leadership, transformational leadership and visionary leadership.

Table 4.2.7a Frequency and Mean Analysis for Leadership Styles - Charismatic Leadership

V7a Charismatic Leadership	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Vision and Articulation	4.55	-	-	-	45.5%	54.5%	-	-
Personal Risk	4.00	-	-	27.3%	45.5%	27.3%	-	-
Sensitivity to Environment	3.82	-	-	27.3%	63.6%	9.1%	-	-
Sensitivity to Followers	4.00	-	-	18.2%	63.6%	18.2%	-	-
Unconventional Behaviour	2.36	-	63.6%	36.4%	-	-	-	-

Grand mean of charismatic leadership = 3.75

Criteria that are used to measure the charismatic leadership are vision and articulation, personal risk, sensitivity to environment, sensitivity to followers

and unconventional behaviour. Based of the results illustrated in Table 4.2.7a, the leaders were observed to have slightly high emphasis in vision and articulation of 54.5%. The leaders are expecting their followers to be able to produce some visions as well as articulating the mentioned vision for the betterment of the department. However, when the leaders are having too much emphasis on vision and articulation, there is tendency of the happening of organisational conflict.

Personal risk is operating at the ideal level of emphasis whereby not much of conflict is arise, with the highest frequency at neutral of 45.5%. The same applies to both sensitivity to environment and followers. Both of these elements are not the factors that generate negative conflict by recording the highest frequency at neutral of 63.6%. The head of the department is very concerned in conformity and therefore, very low emphasis is placed for unconventional behaviour. Therefore, not much of conflict arises from unconventional behaviour.

Charismatic leadership obtained a mean of 3.75. According to Proposition 7, posted in Section 3.4, the score for leadership styles shall be neutralised to 4.00, indicating that conflict is needed for normal functioning of the organisation. Excessive conflict will ruin the performance of the organisation while without conflict will not boost constructive conflict for the betterment of the organisation.

As charismatic leadership scored the mean lower than the neutralise score of 4.00, some effort needs are needed to jot up the score by 0.25. Meanwhile, Table 4.2.7a shows that personal risk and sensitivity to followers for charismatic leader are performing to neutral of 45.5% and 63.6% accordingly. While unconventional behaviour obtained the lowest mean of 2.36, indicates that it is far from the neutralise score of 4.00. As such, collaboration should be done at vision and articulation, sensitivity to environment and unconventional behaviour. As the department head emphasis is on discipline, therefore this explains the reason why unconventional does not receive much attention and obtained the lowest mean of 2.36. Generally, charismatic leadership is a factor that causes the manifestation of conflict.

The intervention proposed for this charisma leadership is also related to the selection and recruitment process. As such, the accommodation conflict management style is being adopted. The department head might want to invite daring staff to join the department to spur up some creative yet practical ideas for the betterment of the department. The potential staff shall be capable in handling some unconventional situation and are brave to engage into some personal risks. All these are done for the improvement of the department by having some inflow of new ideas.

Table 4.2.7b Frequency and Mean Analysis for Leadership Styles - Transactional Leadership

V7b Transactional Leadership	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Contingent Reward	4.18	-	-	27.3%	27.3%	45.5%	-	-
Laissez-Faire	2.73	-	45.5%	36.4%	18.2%	-	-	-
Mgmt by Exception (passive)	4.00	-	-	-	100%	-	-	-
Mgmt by Exception (active)	4.00	-	-	-	100%	-	-	-

Grand mean of transactional leadership = 3.73

Contingent reward, Laissez-Faire, Management by Exception (passive) and Management by Exception (active) are the measures used to define transactional leadership. From Table 4.2.7b, it shows that a contingent reward criterion is spread in the range of slightly low emphasis to slightly high emphasis. However, the highest weight-age is at slightly high emphasis of 45.5%. The department head is a high self-discipline leader and he believes his staff is of the same and trustworthy. Therefore, Laissez-Faire is slight low emphasis with the highest frequency of 45.5%. Thus, there is no conflict arising from the dissatisfaction due to Laissez-Faire practice.

Meanwhile, the level of emphasis for both management by exception with the passive basis and active basis are both having the highest and full range at

neutral, 100.0%. This can be explained that according to assignments basis and from time to time, the leaders are having equal emphasis for both the said. Therefore, vary of scenarios that formed did not lead to much Organisational conflict.

The mean for transactional leadership is 3.73. According to Proposition 7, posted in Section 3.4, the score for leadership styles shall be neutralised to 4.00, indicating that conflict is needed for normal functioning of the organisation. Excessive conflict will impair the performance flow of the organisation while without conflict will not boost constructive conflict for the betterment of the organisation. Thus, transactional leadership is not at the neutralised level. Table 4.2.7b shows that contingent reward and Lassiez-Faire were registered with mean scores of 4.18 and 2.73. Both managements by exception under the basis of passive and active recorded a mean score of 4.00, whereby they are the neutralise score. As such, it indicates that transformational leadership is a substantial function variable that generates conflict at a manageable level.

Table 4.2.7c Frequency and Mean Analysis for Leadership Styles - Transformational Leadership

V7c Transformational Leadership	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Charisma	4.64	-	-	-	45.5%	45.5%	9.1%	-
Inspiration	4.18	-	-	36.4%	18.2%	36.4%	9.1%	-
Intellectual Stimulation	3.91	-	-	36.4%	45.5%	9.1%	9.1%	-
Individualized Consideration	3.91	-	-	36.4%	36.4%	27.3%	-	-

Grand mean of transformational leadership = 4.16

Transformational leadership involves charisma, inspiration, intellectual stimulation and individualised consideration. From Table 4.2.7c, charisma of the leaders is having the highest frequency at neutral and slightly high emphasis of 45.5%. There are some leaders observed to have slightly low emphasis in inspiration while the other leaders are having slightly high emphasis in inspiration. This explainss the same frequency for both level of emphasis, 36.4%.

Meanwhile, intellectual stimulation is receiving a moderate level of emphasis with the highest frequency fall on neutral of 45.5%. This could be due to the nature of work in the department. All the respondents are required to sit for formal exams organised by The Malaysian Insurance Institute. Since, all respondents are quite tied up for exams, not much of emphasis is located for intellectual stimulation.

As for individual consideration, during certain occasions, the leaders are having slightly low emphasis while sometimes; they are neutral in emphasising individual consideration. During an ad-hoc project, the leaders may not practising high emphasis on individual consideration when the followers needed to be excused from work. However, during routine work, the leaders may consider individual consideration and allow the followers to be absent from work to attend to personal urgency matter.

Based on Table 4.2.7c shown that charisma and inspiration were registered with mean scores of 4.64 and 4.18 which have exists the neutralise score. With regard to intellectual stimulation and individualised consideration, both recorded the same mean of 3.91, i.e., some collaboration is required to jot up to the neutralise level.

From the results generated, the elements of charisma and inspiration are needed to collaborate to a lower level. As such, it is recommended for leaders to attend courses and training, in order to allow the respondents to learn to apply the appropriate leadership skills. The collaboration conflict management style is again to be adopted. On the other hand, some efforts intellectual stimulation and individualised consideration. The suggested plan is to gradually change the culture to a more individualised consideration-working environment. Therefore, it would encourage the respondents to opt for intellectual advancement.

Table 4.2.7d Frequency and Mean Analysis for Leadership Styles - Visionary Leadership

V7c Visionary Leadership	Mean	Scale 1 very low emphasis	Scale 2 low	Scale 3 slightly low	Scale 4 Neutral	Scale 5 slightly high	Scale 6 high	Scale 7 very high emphasis
Express the Vision	4.27	-	-	27.3%	18.2%	54.5%	-	-
Live the Vision	4.18	-	-	27.3%	27.3%	45.5%	-	-
Extend the Vision	4.00	-	-	36.4%	36.4%	9.1%	9.1%	-

Grand mean of visionary leadership = 4.15

The department head is a visionary leader; therefore, his values are being adopted at work. The entire department is having slightly high emphasis in expressing the vision and this explains the highest frequency of 54.5%. He encourages the visions to be lived up and extended in the department too. As such, both the elements also received some attention by having slightly high emphasis. From the Table 4.2.7d, live the vision recorded the highest frequency at slight high emphasis of 45.5% while extend the vision has the same weightage for slightly low emphasis and neutral of 36.4%. This is understandable as when the respondents are able to express the vision, they would then able to live it and extend it until there is not much complexion arise. Hence, organisational conflict is not likely to happen.

Visionary leadership mean was registered at 4.16. According to the abovementioned Proposition 7, Section 3.4, the ideal score should be neutralised to 4.00. However, for extend the vision, it has a mean score of 4.00. In other words, express the vision and live the vision need to be reduced while extend the vision does not need any intervention. As such, visionary leadership is one of the function variables that generates the happen of conflict.

The recommendation for visionary leadership collaboration is to attend courses to widen the knowledge of the respondents. Meanwhile, the respondents are encouraged to be more alert to the happenings around especially in the industry market and to brainstorm vision for the advancement of the department. The courses shall also enable the respondents to conduct SMART goals, i.e.,

specific goal, measureable goals, achievable goal, realistic goal and time bound goals. These will allow the respondents to learn to propose more visionary statement and expanding and living the visions.

4.3 Summary of Research Results

Based on the illustration of results by way of mean scoring, areas that carry the possibility to develop into conflict are summarised in Table 4.3.

Table 4.3 Summary of Research Results According to Conflict Function Variables

Conflict Function Variable	Mean Score	Ideal Mean Score	Actions Needed
Non-Verbal Communication	3.42	4.00	<ul style="list-style-type: none"> • Spur up more communication activities • Encourage initiative to improve communication abilities • Arrange training programs • Proper detailed recruitment plans
Barriers to Cross-Cultural Communication	3.50	4.00	
Semantic Difficulties	3.89	4.00	
Structural Sources of Conflict	3.99	4.00	<ul style="list-style-type: none"> • Confrontation meeting • Structural design
Personal Variables Sources of Conflict	3.65	4.00	<ul style="list-style-type: none"> • Proper detailed recruitment plans • Incorporate diversification in the aspect of races, education background
Leadership Theories :			<ul style="list-style-type: none"> • Motivational and leadership programs • Build loyalty and commitment among the leaders. • Strengthen organisation corporate culture. • Actions planning.
Trait theories	4.73	4.00	
Behavioural Theories	4.10	4.00	
Development-Orientated	4.42	4.00	
Cognitive Resource Theory	4.55	4.00	
Situational Leadership Theory			
Readiness of Followers	4.54	4.00	
Behaviour of Leaders	3.48	4.00	
Leadership Styles			
Charismatic Leadership	3.75	4.00	
Transactional Leadership	3.73	4.00	
Transformational Leadership	4.16	4.00	
Visionary Leadership	4.15	4.00	

Based on the outcomes of the diagnosis represented in Table 4.3, actions are required to attend to the critical success factors that are identified. Some of these recommended activities are appropriate at the individual, group and total

system levels. These activities are regarded as organisation development interventions, as it refer to a wide range of strategies for organisation development. These organisation development efforts focus on both the formal and informal systems.

In a nutshell, among the five conflict management styles, namely avoidance, accommodation, compromise, competition and collaboration, collaboration is the most common style used. Collaboration involves mutual problem solving that allows all parties in the conflict to meet and discuss on the issues.