FACULTY OF ADMINISTRATIVE SCIENCE AND POLICY STUDIES

BACHELOR OF ADMINISTRATIVE SCIENCE (HONS)

UNIVERSITI TEKNOLOGI MARA SABAH

A STUDY ON CONFLICT RESOLUTION AT PERBADANAN LABUAN

MD.FAIZAL BIN AZIS

2010557535

ZULYAZFIE ABD.RASA

2010749161

SEMPTEMBER 2012 – JANUARY 2013

ABSTRACT

This study was conducted to investigate the differences in choosing the conflict resolutions with regards to demographic characteristics. The sample of 100 respondents from Perbadanan Labuan selected randomly to answer the questionnaire in this research. The results of this study will indicates the factors that affect the employee's style of handling conflicts may help managers to predict the behaviour of their employees in such conflicts.

Table of Content

CHAPTER 1

INTRODUCTION

1.1 Introduction

Basically, the more people we communicate with, the more different opinions will arise. This may lead to tensions and lower working ability that can be consider as a situation called conflict. Conflict in the workplace or anywhere just seems to be a fact of life. We will face many situations, facing different types of people, they different desired, goals and needs in this world that have come into conflict. According to Nicholson (1975), "a conflict arises when two or more people or groups endeavor to pursue goals which are mutually inconsistent" and "conflict resolution is the process by which two parties reconcile their goals to the extent that they are mutually consistent". In the other hand, conflict can be defined as the process in which one party perceives that its interests are being opposed or negatively affected by another party. Significant conflict resolutions strategies while working on the team can be traced as a positive or negative because conflict can cause trouble but at the same time, if it can be resolved effectively, it can lead to personal and professional growth. Choosing the correct way to handle conflicts has formed a central component of management education.

Mostly conflict rises from discordant activities and with that aspect it follows incompatible goals. In the end, the victory of one side at the cost of other side is the matter. Conflict is a situation in which the both sides avoid from losing and the loser wants to be the winner. In general, conflict which rises from motive of one side to carry out its hopes, may cause hostility by turning into a situation which prevents the other side to reach its hopes (Owens, 1998).

1

Briefly, there are certain elements like disagreement, opposition, dissonance, incompatibility in conflict which can be described as disagreement or disaccord resulted from differences of status, goals, values, perceptions and sharing of limited sources among persons and groups. Conflict is a term generally used for disagreement that occurs in various levels. For example, both a fight that contains physical violence and a disagreement that turns into a verbal mutual argument are called conflict. Conflict does not always reflect a stable situation as well. A conflict that rises in the lowest level may turn into a conflict in the highest level, too (Karip, 2000).

Nevertheless, conflict avoidance is not a satisfactory strategy for dealing with most conflict. Conflict avoidance usually leaves those people who are being avoided feeling as if they are being neglected. Also, conflict avoidance usually fails to reconcile the perceived differences that originally caused the conflict. As a result, the original basis for the conflict continues unabated, held in check only temporarily until another confrontation arises to set the same unresolved tensions into motion again. Therefore, conflict avoidance strategies are not especially useful in the long run.

This viewpoint argued that conflict was a natural and inevitable occurrence in any organizational setting. Because conflict was considered unavoidable, the human relations approach recommended acceptance of conflict. In other words, conflict cannot be eliminated and may even benefit the organization. It was during this time period that the term "conflict management" was introduced, according to Nurmi and Darling.