

**CONFLICT MANAGEMENT STYLES OF THE EDUCATIONAL
ADMINISTRATORS IN UNIVERSITI TEKNOLOGI MARA SARAWAK IN
DEALING WITH SUBORDINATES**

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ABSTRACT

The paper presented the findings of a survey to identify the possible causes of conflicts that might arise when the Heads of Academic Programme and Programme Coordinators were dealing with the subordinates at the workplace (UiTM Sarawak), the effects of such conflicts and their conflict management styles. 23 subjects took part in the survey. Generally, the findings indicated that many of the respondents did not face many problems in the six possible areas of conflicts as shown by the positive responses to the related questions. From the findings, it was gathered that the Heads of Programme and Coordinators had carried out their responsibilities well as leaders by practising effective communication, conducting efficient coordination and organization, respecting the different personalities of their subordinates, applying positive leadership styles and showing high commitment and collaboration. The findings also revealed that most superiors had faith in their subordinates as they believed that their subordinates would still maintain their professionalism in the face of conflicts. Thus, conflicts were not perceived as mainly negative which hindered work progress, but as challenges that would achieve higher work productivity. As far as the conflict resolution (conflict management styles) is concerned, the majority of the respondents preferred the collaborative style which focuses on collaboration and cooperation, thus creating a harmonious working environment, and decreasing possible conflicts.

CHAPTER 1

INTRODUCTION

1.0 Introduction

This chapter discusses the central issues concerning possible causes of conflicts that may arise when the Heads of Academic Programme and Programme Coordinators were dealing with the subordinates at the workplace (UiTM Sarawak), the effects of such conflicts and their conflict management styles. It begins with the background of the study, followed by the statement of the problem. Subsequently, the research objectives and research questions are presented. The chapter ends with a summary of this chapter.

1.1 Background of the Study

Conflict is widely regarded as unavoidable. Whether at home or at work, an individual's needs and values are constantly in opposition with those of other people. Some conflicts are relatively trivial, easy to handle, or capable of being overlooked. Others which are major, however, require a strategy for successful resolution if they are not to cause constant tension or perpetual antagonism at home or business.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter will review literature related to the field of **study**. It begins with the definition of conflict, followed by the sources of conflict. Then, it **will** discuss the different categories of conflict and the possible causes of conflict at the **workplace**. Subsequently, theories of conflict management styles will be presented and then, the **various** possible effects of conflict. Next, conflict management styles and relevant findings of **previous** studies will also be highlighted. Finally, it ends with a summary of this chapter.

2.1 Definition of Conflict

What is conflict? Conflict can be defined as “an expressed struggle that occurs when two people cannot agree on a way to meet their needs” (Beebe et. al, 2002). Even though people are in the same situation, each may see the situation **differently** (De Bono, 1987). Deutsch (1973) further affirms that conflict exists whenever **incompatible** activities occur: “an action which is incompatible with another action prevents, **obstructs**, interferes with, injures, or in some way makes it less likely or less effective”. It **also** occurs when two or more people attempt to occupy the same space at the same time (Karp and Stepsis, 2003). This space can