

**WORK-RELATED CONFLICTS BETWEEN UiTM SARAWAK'S  
COURSE COORDINATORS AND LECTURERS**



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Assistant Vice Chancellor  
Research Management Institute  
Universiti Teknologi MARA  
40450 Shah Alam

Dear Professor,

**SUBMISSION OF FINAL REPORT**

With reference to the above matter, we have the pleasure of submitting our final report entitled:

**WORK-RELATED CONFLICTS BETWEEN**

**UiTM SARAWAK'S COURSE COORDINATORS AND LECTURERS**

Herewith please find (3) three copies of the final research report for your action.

Thank You

Yours sincerely



AIZA BINTI JOHARI

Leader of Research Project

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AFFIDAH BINTI MORNI

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## PROPOSED EXECUTIVE SUMMARY

This study aims to identify and compare the possible causes and effects of work-related conflicts as well as the conflict management styles between the Course Coordinators and lecturers of UiTM Sarawak. The study looked at UiTM Sarawak's Academic Staff, through the lens of 23 Course Coordinators and 76 lecturers from various faculties. A different set of adapted questionnaire was distributed to the two groups mentioned and the data was analysed using SPSS Version 20. The findings revealed that most of the Coordinators and many of the lecturers did not face many problems in the six identified **factors of workplace conflict**: Communication, Coordination and Organisation, Personality, Leadership, Commitment and Collaboration. The Coordinators and lecturers were able to communicate well with one another; there were very few issues of personality clash, the Coordinators' leaderships were well acknowledged and most of them worked well as a team. Negotiation is perceived to be the key to hinder workplace conflict. In relation to Coordination and Organisation, the Coordinators claimed that they did not select particular person in delegating task but their responses to the statement whether they had someone in mind when assigning task indicated otherwise. As for the **effects of workplace conflict**, most of them were able to retain their professionalism in times of conflict. Consequently, conflict was seen not to interfere with the existing unity and harmony in the organisation. In contrast, many lecturers felt personally demotivated during conflict while very few Coordinators experienced the same way. Likewise, more than half of both groups perceived conflict to be the barrier in achieving organizational tasks and goals. In **conflict management**, collaborative method seems to be most popular among both groups as this method requires both parties to work together in resolving a problem. The findings of this study are believed to help create better understanding and cooperation between the lecturers and the Course Coordinators; hence improving the working environment and reducing workplace conflict.

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# **CHAPTER 1**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter discusses the central issues concerning possible causes of work-related conflicts that may arise between the lecturers and academic administrators at the workplace (UiTM Sarawak), the effects of such conflicts to the department and organization as a whole, 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 often a normal occurrence which exists in all domains including at the workplace. An individual's needs and values are constantly clashing with those of other people, either at home or at the work place. Landau, Landau and Landau (2001) aptly affirmed: "Conflict exists in all human relationship: it always has and probably always will". Thus, conflict is a persistent aspect in both social circles and professional interactions (Che Rose et al., 2007).

To add, Henry (2009) and Hotepo et al. (2010) described work-related conflict as an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security. It can be regarded as a dispute when interests, goals or values of different individuals are incompatible with each other.

Work-related conflicts may exist due to possible managerial actions that can cause conflicts at the workplace. McNamara (2006) suggested several of such actions which include poor communication, lack of coordination and organisation, mismatch of personalities, poor leadership skills, and lack of commitment and collaborations which may create conflict of interests.