



A STUDY ON CONFLICT-SOLVING ATTITUDE AMONG EMPLOYEES
IN SARAWAK STATE HEALTH DEPARTMENT

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ABSTRACT

Managing a conflict is not an easy job to be start with. It needs a deep thought before comes out with the possible way to handle it because conflict, if it is manage in the wrong way it can give a negative result and affected the people involved in. Sometime collaboration is the best way to deal with some conflict issues, although forcing can be work sometime if there is lack of time to deal the conflict. For moderate conflicts, compromising can lead to quick solutions but it does not always satisfy either side nor does it foster innovation. Conflict management is the ability of an organization to identify the sources of conflict and put strategic measures in place to minimize or control conflict. Conflict management involves acquiring the skills that related to conflict resolution, establishing the structures of conflict models, putting a strategic measures and approaches in a proper situation. Approaches to conflict management, is by taking notes that conflicts sometimes cannot be resolved but can be managed through appropriate actions such as accommodating, avoiding, collaborating, compromise and confrontation. Strategies can include negotiation, collective bargaining, mediation, third party intervention, brainstorming and communication.

CHAPTER 1

1.0 INTRODUCTION

1.1. Background of Study

Employee conflict is always occur in the surrounding of everyone daily work life therefore it is most likely that I can gather as many information and data about the topic. This research is aimed to concern a study about employees' attitude in conflict-solving that can affect their job performance in the organization. Each and every human will always have inequality perceptions or difference point of views towards something. Therefore these differences can lead towards conflict. According to Wirawan (2010), human as a social creature and personal beings is born with all differences between one to another, different gender, social and economic strata, ethnic groups, religions, beliefs, life goals and many more. These differences are the possible causes of the conflict in human life. Conflicts can in many things; inside and outside of themselves, such as the conflict between companies / intra-company, inter-group, inter-group members, inter-individual (including inter-individual in the family), it can also happen within the individual itself. Conflicts have an effect to change people's life from positive into negative sides. As for Rivai and Sagala, (2011), conflict can lead to positive changes which is profitable (functional or constructive conflict), and may also lead to change to the worse sides/adverse or negative (dysfunctional or destructive conflict). Unmanageable conflict can impact the employee job performance and also the organization that they worked. In conflicted situation, attitude plays a main role to determine the end result of the conflict. Attitude is related to affection, behaviour, and cognition within the individual themselves.

CHAPTER 2

2.0 LITERATURE REVIEW

Relevant literature on conflict-solving attitude was reviewed. The review focused on the employee's challenges in the workplace, conflict management, and the cause of conflict. The perception could be manifested through the worker's attitude towards the conflict and level of job satisfaction in the workplace.

2.1 Employee Challenges

Employee challenges that could lead to conflict at workplace can be caused by time, communication problems, workload, and personal problems. De Dreu and Gelfand (2007) argued that workplace conflict may arise because of scarce resources (e.g. time, status, budgets) or values (such as political preferences, beliefs, religion, moral and social values). Rushing the date line for a project could be a main trigger for a conflict due to the pressure to achieve the target. Meanwhile communication is the dissemination process of information which is related to the daily performance of an employee's job. According to Richmond et al, (2005), communication is the process by which individuals stimulate meaning in the minds of other individuals by means of verbal or nonverbal messages. Communication enables coordination and integration of activities of departments, engaged in relatively independent tasks. A report by the Psychometrics Canada (2008) on conflict in Canadian workplaces revealed that personality clashes and warring egos, leadership from top management and issues related to communication and stressful work environment play considerable roles in conflict generation at work. Most organizational conflict has been traced to the breakage in communication, therefore overcoming communication roadblocks requires effective speaking