

Conflict Management at Malaysia Oil and Gas Company

By

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DECLARATION

I hereby declare that the case study is based on my original work except for quotations and citations that have been duly acknowledged. I also declare it has not been previously or concurrently submitted for any other degree at Universiti Tun Abdul Razak (UNIRAZAK) or other institution.



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Date :

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ABSTRACT

Abstract of the project paper submitted to the Senate of Universiti Tun Abdul Razak in partial fulfillment of the requirements for the Master of Business Administration

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Conflict management refers to the strategies used to manage disagreements that arise mainly because of differing opinions, goals and needs. To ensure that there is no conflict in an organisation, effective conflict management techniques and strategies are a necessity to ensure a peaceful working environment. An organisation where there is conflict will never be successful as there will be no stable opinions, which can lead to low productivity and even the collapse of the organisation. In this regard, it is appropriate and wise to study the implementation of strategies that can curb conflict in any organisation. The objective of the study is to examine conflict management and determine how it affects the work performance of employees in the industry in general. When conflict is managed effectively, team members see it as a means of exchanging ideas, with each party being heard equally. A descriptive, quantitative, cross-sectional study using a questionnaire is conducted to determine conflict management style. The questionnaire used for data collection in this study consists of questions to assess participants' knowledge and experience of the various encounters they have had while working in an organisation. The majority of the respondents are male, between 31 and 40 years old, have work experience between 6 and 25 years and have good conflict management skills. The correlation indicates a significant relationship between the occurrence of conflicts and conflict management style. . The results suggest that dominance conflict strategy has a positive impact on employee performance. Similarly, the study concludes that the adoption of conflict management strategies is widespread among employees in the oil and gas industry in Malaysia.

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CHAPTER 1 INTRODUCTION

1.1 Background of the study

The oil and gas industry is one of Malaysia's most important commodities; its contribution to the Malaysian economy accounts for about 20 percent of Malaysia's GDP. Malaysia has the fourth largest oil reserves and the third largest natural gas reserves in the Asia-Pacific region. It is no understatement that workers in the oil and gas sector are the "unsung heroes" of the Malaysian nation.

Workers are the fuel that drives any business, and they deserve to be treated with dignity and fairness to avoid voluntary attrition that would lead to low production or even outright cessation of operations. Worker engagement depends on how well they are treated at work. A worker who feels that there is an imbalance in terms of motivational packages, non-compliance with organisational procedural guidelines and promotions will be less committed than his colleague who gets the manager's blessing. When this feeling arises, there are divisions among the workers, and the social strain will manifest itself in group tasks. If this is handled well, the result will be the result will be conflict, which can be good or bad depending on the industry. From the above, it is clear that worker engagement is important as it has been shown to increase productivity, effectiveness and efficiency (Robins, Judge, & Sanghi, 2009). Attachment to the company leads workers to see themselves as stakeholders and therefore do their best to ensure sustainability (Luthans, 2011). The speedy delivery of goods and services from the point of production to their destination at the right time is only possible if workers are engaged. Jones and George

(2006) support this argument by postulating that the expansion and diversification of a firm is due to worker engagement. Finally, Eketu and Edeh (2015) explain that. Employees can only be committed to achieving the company's goals if their employer is responsive to their welfare and treats them as stakeholders of the company.

However, apart from being involved in the organisation, workers always ask too much from their employers, knowing full well that resources have been used to set up the company where they work. Therefore, workers should be made to understand what the organisation wants to achieve and what they can gain at the end of the day to avoid unexpected conflicts. In other words: When disputes arise between workers and employers in an organisation, the leadership competence of the administrator or manager is measured by how well he or she can handle the problem. But even when such a conflict arises, the administrator always has several options to choose from the administrator always has several options to choose from because an organisation does not exist in a vacuum but is based on a design template, the mission statement. If the administrator knows what the organisation's mission statement provides, he or she can maintain the organisation's reputation by bringing disputing workers to the table where resolution strategies can be determined.

Conflict management refers to the strategies used to manage disagreements that arise mainly because of differing opinions, goals and needs. To ensure that there is no conflict in an organisation, effective conflict management techniques and strategies are a necessity to ensure a peaceful work environment. These strategies include ensuring proper communication between workers and employers. The main objective of this study is to elaborate and establish the various mechanisms that can be used by organisations to resolve

conflicts within the organisation and to ensure that precautions are taken to avoid conflicts. Conflict can occur both between workers and between workers and their employers. An organisation where there is conflict will never be successful as there will be no stable opinions, resulting in low productivity and may even lead to the collapse of the organisation. In this regard, it is appropriate and wise to explore the introduction of strategies that will curb conflict in any organisation.

ExxonMobil is one of the major crude oil producers and suppliers of natural gas in Malaysia.

It operates under four production sharing contracts (PSCs) with the Malaysian national oil company, PETRONAS, producing about one-fifth of the nation's oil production and about one-half of natural gas supplies to Peninsular Malaysia. In chemicals, ExxonMobil has a strong market position, supplying a portfolio of specialty products to the growing marketplace. The ExxonMobil Business Support Center in Malaysia hosts the company's IT organization and provides support across the globe. Additionally, the ExxonMobil Research and Engineering Global Support Office provides technical, engineering and application support for ExxonMobil's refineries around the world.

ExxonMobil is committed to investing in the countries in which we operate, and in Malaysia, our contributions and employee volunteerism projects focus on math, science and English education, energy literacy, safety and health and corporate governance. These activities are focused around our key operating sites in Kuala Lumpur and Terengganu.

1.2 Research Objectives

The study aims to examine conflict management and how it affects employee job performance in industry generally. When conflict is managed effectively, team members see conflict as a tool to exchange ideas while allowing each party to be equally heard. "Teams cannot have effective communication without productive conflict." Adequately managed conflict is an effective form of communication rather than a fearful argument.

- i. To analyze the types of conflict that are common among staff.
- ii. To investigate the patterns of conflict management strategies.
- iii. To examine if a significant relationship exists between conflict management and job performance.
- iv. To determine if there is significant gender difference on job performance.

1.3 Research Questions

- i. What are the types of conflict that are common among Oil and Gas workers.
- ii. What are the patterns of conflict management strategies among Oil and Gas workers.
- iii. Will conflict management have significant relationship with job performance among Oil and Gas workers.
- iv. Will there be significant gender difference on job performance among Oil and Gas workers.

1.4 Justification of Study

Conflict is almost inevitable in any project and is mainly caused by resource scarcity, prioritisation, the format or style of project work, and disagreements and other factors. Conflicts can arise due to various factors during the different phases of oil and gas projects, i.e. exploration, production and abandonment of the site. Oil spills are an important conflict factor in an oil and gas project, as they cause unrest in host communities and, if not managed early enough, can significantly hinder the project. The Niger Delta in Nigeria is the best example to illustrate the impact of oil spills on the socio-economic and environmental aspects of the project site and the site communities. More than 90% of the Nigerian government's revenue comes from oil and gas resources. In contrast, the Niger Delta, where most oil and gas projects are located, has suffered more than 90% environmental damage (Albert, Amaratunga & Haigh 2018) . Domestic and international conflicts can be a consequence of "oil politics" which is a major problem for global politics. Petro-states, i.e. oil-producing countries, are involved in more than 50% of global conflicts compared to other countries (Colgan 2014).

This study is important for the community, the project promoter and also the project manager. Complete avoidance of conflicts or minimisation of their impacts is critical to the success of oil and gas projects. This can be achieved by identifying potential conflicts that may arise before and after an oil and gas project. Some of the approaches that the project manager can use to resolve conflicts in oil and gas projects are;

1. Avoidance: The idea is not to manipulate or avoid triggers of minor conflicts, such as historical artefacts, legends, art of host communities.

2. Adaptation: Agreement through cooperation and accommodation of each other's wishes. Demands of the other party.
3. Compromise: Reaching a solution that is positive for the two or more parties to the conflict. More of a give and take agreement.
4. Competition: This is a more assertive or aggressive approach, where the weakness of the other party is recognised and exploited.
5. Collaboration: This involves all parties coming together as one to resolve the conflict by identifying the problems and combining the parties' different ideas on how to manage the conflict.

1.5 Importance of Study

Over the last two decades, there has been a significant increase in the number of studies on organisational, labour and conflict management in the literature. These areas are increasing due to globalisation and the need to have skills to manage conflict in a diversified workforce in different work environments.

Work environments. Based on the dual-concern model, which advocates five styles of managing conflict situations (integrate, engage, dominate, avoid and compromise), this study examines the styles of conflict management in the oil and gas industry in Malaysia. Conflict is part of any event that involves more than one person. Due to the specialised nature of the industry, work teams are made up of different people with opposing ideas, views, beliefs, knowledge and skills. It is therefore common for there to be different views and potential areas for disagreement. Each individual deals with conflict differently. People

question the meaning of the conflict for themselves and their relationship with the other party in conflict during a conflict. A person's temperament influences how they deal with conflict by determining the degree of concern for themselves (assertiveness) and concern for the other party (cooperativeness). Researchers (Rahim, 2001; Ma, 2007) have suggested that a person's conflict style is a behavioural orientation to how one approaches and manages conflict. To date, relatively little has been done to improve understanding of the process by which temperament influences conflict management. Theoretically, temperament can have a direct or indirect effect on conflict behaviour. In particular, temperament is thought to influence cognition and perceptions of organisational culture and thus determine the extent to which one experiences conflict. In addition, temperament is also thought to affect behavioural choices, and these behaviours in turn increase or decrease the extent to which conflict behaviour occurs. An important aspect of any organisation or team is communication, especially when it comes to people with different temperaments, communication may need to take place through different channels. Communication is one of the origins of conflict in organisations. Communication and conflict have a reciprocal relationship, as communication can determine whether a conflict is functional or dysfunctional.

1.6 Organization of the study

The studies are divided into five chapters. The first chapter is an introduction that includes the study's background, research question, objectives, importance, and justification. The second chapter provided a literature review. The third chapter discussed research methodology. The fourth part comprises data presentation and analysis, whereas the fifth chapter offers a summary of results, concluding remarks, and suggestions.

CHAPTER 2 LITERATURE REVIEW

2.1 Oil and Gas Industry

In most countries, the entire industry is best referred to as the petroleum industry, which is essentially divided into three main sectors. The three components are in a process chain that extends from the discovery and exploration of natural oil and gas deposits to the purchase of the final product, service or benefit by the end user. The end of the chain may be a gas station, a power plant that provides energy to the end user, or other petrochemical products such as bitumen, polymers, and so on. The three components of the petroleum industry are the upstream, midstream and downstream sectors.

Most oil and gas projects require the leasing or temporary acquisition of land, which can lead to potential land conflicts during the project. Recently, there has been an increase in the development of unconventional oil and gas deposits (UOGD) such as shale gas, which mainly take place on land and require highly mechanised activities. (Bradshaw & Waite 2017) study examines the public outcry against horizontal drilling and hydraulic fracturing in England's first shale gas well and how the oil and gas company (Cuadrilla) was able to continue drilling despite public opposition. The result (Bradshaw & Waite 2017) exposed public concerns about shale gas development in the UK and the model the oil company used to assess the conflict. As a result of the UOGD boom, (Ryder & Hall 2017) argue that previous US state and federal policies and laws have enabled the current conflicts over land and mineral rights in UOGD projects, referred to as 'split estate law'. (Farzanegan, Lessmann & Markwardt 2018), on the other hand, refers to mineral resource leasing as a

factor influencing the risk of intra-state conflict and how the structure of central government can influence this relationship. The greater the wealth of natural resources, which leads to higher leasing, the more intrastate conflicts there are in a state.

2.1.1 Upstream sector

This is the part of the petroleum and natural gas industry that is essentially concerned with identifying sites that are rich in oil and natural gas resources and with the exploration and production of oil and natural gas. This sector of the industry, which is best referred to as the exploration and production (E&P) sector, mainly includes all field activities such as drilling, seismic activities, geological and engineering plans and also site abandonment. This sector of the industry contributes to more pollution compared to other sectors of the petroleum industry (University of Calgary 2018). The soil, atmosphere and water are affected by the various emissions caused by the activities of the upstream sector. Gas flaring, for example, reduces the suitability of the air for animals due to the increase in greenhouse gases in the atmosphere. Soil and groundwater are also threatened by activities in the sector, which include drilling, the use of fracking fluids and the disturbance of the earth's strata, which in turn can disrupt the natural habitats of some plants or organisms. (Environment Canada 2015)

2.1.2 Midstream sector

This sector includes all petroleum industry activities that fall between the upstream and downstream sectors, such as processing, storage and transportation of natural gas and crude oil. This sector of the industry is relatively low-risk and more of a conventional, regulated business. This sector adds value to the products of the upstream sector by refining them.

However, the success of this sector is highly dependent on the upstream sector, which ensures the availability of oil and gas, and the downstream sector, which supplies the market and end users.

2.1.3 Downstream sector

This sector of the industry includes all activities that aim to pass on the benefits of the industry to end users. This includes petroleum refineries and petrochemical plants, the distribution of petroleum and natural gas products and the operation of retail service stations. The location of this sector is unlimited as it aims to reach all nooks and crannies of a country and provide end products and services such as lubricants, jet fuels, petrol, unlike the upstream sector which is dependent on the availability of natural resources.

2.2 Conflict

According to the Oxford dictionary, conflict is "a serious disagreement or dispute, usually extending over a long period of time". It goes on to say: "A state of mind in which a person experiences a clash of opposing feelings or needs". In a project environment, conflict is most likely to occur in the relationships between the project team or manager, the client or with external stakeholders. A good project manager should be able to maintain an open relationship between the client and the various external stakeholders, communicate effectively and focus on mitigating the consequences of conflicts that may occur in a project. Conflicts are not one-off events but can be described as a cycle that starts with different perceptions of the consequences among the project stakeholders. The extent of the impact of conflict on a project depends on how the different elements of the project cycle have been managed or resolved through communication and interaction between the

different project stakeholders. Conflict resolution is an essential skill of a good project management team or manager, as the different emotions, beliefs and personalities or parties inevitably clash with their opinions.

Conflict is almost inevitable in relatively 'large' and massive projects such as oil and gas projects. These conflicts affect project implementation and project stakeholders, and the impact can be positive or negative. However, Nwosu (2017) describes the negative impact of poorly managed conflicts by oil and gas companies in an oil project and Siakwah (2018) argues that the impact of conflict in a community with an oil presence and project is due to the 'global constellation', such as in the state of interaction between local, national and international key players in the oil and gas industry. Poor state and national government policies and prostate interaction have negative impacts on host communities and the surrounding fishing environments.

It has been shown that the way communication is used in conflicts is related to a person's cultural characteristics. This is because each culture determines what constitutes conflict and how it is dealt with. Since no culture can be mediated without communication, we propose that organisational communication not only influences conflict behaviour, but also the relationship between temperament, organisational culture and conflict management styles. The study of these potential variables related to individual differences in conflict management has not yet received sufficient attention in academia.

2.3 Types of Conflict

2.3.1 Organisational conflicts

Organisational conflicts refer to workplace conflicts within the oil and gas project team or the company due to actual or perceived clashes between the values and interests of employees, managers and shareholders. In this research, the following conflicts were identified: Conflict in decision-making, Conflict of interest, Conflict due to breach of contract, Conflict between unions and employers, Management conflict, Conflict between principals and contractors, Conflict due to inadequate communication, Conflict between principals and suppliers, Conflict within the project team and Conflict between co-principals of the project. Disagreements arising from conflicting ideas among different people, parties or groups about decisions relating to strategies, plans and implementations in an oil and gas project. Conflicts that arise when either the project proponent and the government or representatives of host communities do not abide by previous agreements on how to manage the impact of the project on the socio-economic environment of the host communities. Disputes between trade unions, workers and the oil and gas project promoter over worker welfare, health, safety and security issues. This is more of an internal conflict within the oil and gas company sponsoring or co-sponsoring the project. Different interests of top management and shareholders may affect the outcome of the oil/gas project.

2.3.2 Other conflicts

Transport conflicts in oil and gas projects arise due to disagreements among project stakeholders over the route of the pipeline for transporting oil and gas products. This type of conflict arises when the location of oil and gas projects impacts existing pipeline routes or pathways, which can adversely affect the socio-economic well-being of host communities. Political conflict refers to disagreements arising from differing interests among project stakeholders regarding the value that oil and gas projects create for the government and society at large. Disagreements between countries or their governments due to differing oil and gas interests that may affect the outcomes of oil and gas projects located in one or both countries. An example of an international conflict arose between the US and the UK due to the massive oil spill that occurred in the Gulf of Mexico during the BP Deepwater horizontal drilling project. Conflicts over land ownership in oil and gas conflicts arise because of disagreements over who really owns the natural resources under the ground. Petroleum licences are the authorisation documents issued by a central government to a company or joint venture that allow them to explore for, access and produce commercial quantities of oil and gas from natural deposits or oil and gas resources. Conflicts may arise if the issuance of the licence leads to resistance and sedition.

2.4 Conceptual Framework

The study investigates the occurrence of conflict among the staffs in oil and gas industry in Malaysia and also examines the conflict management style among the participants of the study. The study also identifies the relationship between conflict and conflict management

style with the job performance of the staffs in oil and gas industry in Malaysia. Figure 2.1 presents the conceptual framework of the study.

The combination of the two dimensions results in the five types of conflict management: Avoid (low interest in self and others), Commit (high interest in others and low interest in self), Dominate (low interest in others and high interest in self) (high interest in self and others), integrating (high interest in self and others) and compromising (medium interest in self and others). Although the dual concern model has been used in many studies to show individual preferences in conflict management styles, the extent to which a person uses a particular conflict management style to resolve different conflicts in similar ways is subject to limitations. Rahim (2001) believes that the decision to use a particular style or another is based on the characteristics of the problem at hand. The literature on conflict management styles shows that the integrating style is very positively associated with individual and organisational outcomes (Rahim, 2001; Moktarpour et al, 2013; Aljasser, 2012). In a study of 48 executives from multinational, state-owned and private companies in Saudi Arabia, Aljasser et al. (2012) found that the type of organisation had a significant impact on the frequency, causes and style of conflict management. Communication gaps were found to be the main cause of conflict in multinational and private companies. It was also found that the style of conflict management depends on the conflict situation and communication.

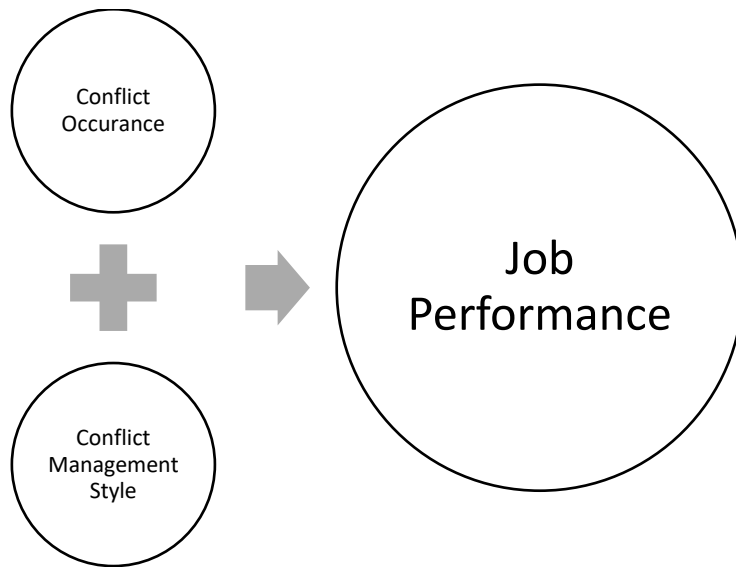


Figure 2.1 Conceptual Framework of Study

The negative effects of workplace conflict can include work disruptions, decreased productivity, project failure, absenteeism, turnover and termination. Emotional stress can be both a cause and an effect of workplace conflict.

If conflicts are managed properly by applying the best course of action, the organization can increase its performance in terms of utilizing the scarce resources and achieving the organizational objectives. Conversely, unmanaged conflict negatively impacts both employee satisfaction and performance.

The conclusion to conflict is that these disputes or conflicts can arise between any two groups of people with different points of views, interest, needs and values. Conflicts can be both productive and non-productive conflicts.

CHAPTER 3 RESEARCH METHODOLOGY

3.0 Introduction

This section presents the research methodology which covers aspects of study design, study site, study population and subjects, study instruments, ethical considerations, study procedures, pilot study, and pre-data analysis.

3.1 Research Setting

This study was conducted in various types of job environment such as Oil and Gas sectors in Malaysia. The study involved staffs from different department of selected organizations.

3.2 Research Design

This is a descriptive **quantitative**, cross-sectional study using a questionnaire. It aimed to study examine conflict management and how it affects employee job performance in industry generally. A cross-sectional study is an observational study that examines data from a population at a single point in time. In contrast to other types of observational studies, cross-sectional studies do not pursue individuals over an extended period of time. They are usually cost-effective and easy to perform. They are useful in providing preliminary evidence for planning a broader study in the future (Wang & Cheng, 2020).

3.4 Population & Sampling

3.4.1 Study Population

The study population consisted of workers from selected oil and gas industry in Malaysia.

The population of this industry is approximately 1000 staffs.

3.4.2 Sample Size

The sample size was according to the sample size technique by Krejcie and Morgan (1970).

According to Krejcie and Morgan (1970), based on the total staff population, which is 1000, the sample size from the estimate is 132. To avoid omissions and validity errors from the sample size, this study will be added by 30% of the sample size as non-responsive rate.

However, due to time constraint and non-consented participations, the final sample obtained for this study is 116 respondents. Figure 3.1 shows the determination of sample size.

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<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

Figure 3.1 Table taken from (Krejcie & Morgan, 1970) determine the sample size of a given population.

3.4.3 Sampling Technique

The entry criteria are as follows:

- a) Staffs who are willing to participate.
- b) Staffs who have worked more than 6 months in the industry.
- c) Staffs who are able to communicate and read in English or Malay.

In this study, the participants should not fall into the categories as listed below:

- a) Staffs not willing to participate.
- b) Staffs who work less than 6 months.

- c) Any internships or practical students were excluded from this study.

3.5 Data Collection Procedure

After obtaining the approval of the ethnic committee, all potential subjects/participants were contacted and informed and explained about the study and its purpose. Those who give their consent to participate in the study received a link to the questionnaire in Google Form via the internet. Before proceeding to the questionnaire, participants' consent was recorded by clicking "I agree" on the Google Form. In this way, anyone who has not given their consent was automatically excluded from participating in the study. Each participant was informed that their data will be treated confidentially and that their anonymity will be preserved for research purposes only. It took approximately 5-10 minutes to complete the questionnaire. The researcher monitored the responses from time to time.

3.6 Questionnaire Design

A questionnaire is a set of pre-formulated questions to record the answer from respondents. Questionnaires will be distributed by hand (hardcopies) or via email with a front letter explaining the purpose of the study with details instructions on how to respond to the survey. Assurance of confidentiality is given on the response provided by the respondents. This will encourage respondents to confidently participate in the questionnaire and provide accurate answers to the questionnaire willingly.

3.7 Measurement Instrument (Questionnaire)

The questionnaire used for the collection of data in this study consists of questions to evaluate the best of participants knowledge and experience with the different encounters that they have had working in an organization.

3.8 Statistical Data Analysis

3.8.1 Descriptive Analysis

The collected data will be analysed using Statistical Packages for Social Sciences (SPSS). Descriptive analysis will be used to obtain measures tendency and variability. In this method, descriptive analysis will use parameters such as mode, mean, median and standard deviation. Descriptive statistics of sociodemographic data of the participants will be expressed as mean (M) and standard deviation (SD) of the data when they are normally distributed.

3.8.2 Inferential Analysis

For inferential statistic, compare means was used to analyse the relationship of the study variables to address the study objectives.

CHAPTER 4 RESULTS & FINDINGS

4.1 Demographic Characteristics

Both descriptive and inferential statistics were used to analyse the data collected. Descriptive statistics were used to analyse the demographic data of the respondents and present it in percentages, as shown here. 65 out of 116 respondents were male, representing 56% of the population, while 51 out of 116 respondents were female, representing 44% of the total population. This indicates that the human resources in the selected oil companies are balanced with no gender differences.

Age groups revealed that 58 out of 116 respondents (50%) were between 31 and 40 years old, 10 out of 116 respondents (8%) were between 21 and 30 years old and 36 out of 116 respondents (31%) of the total population were between 41 and 50 years old. 7 out of 116 respondents were above 71 years old and 5 out of 116 respondents were below 21 years old. In terms of educational qualifications, 44 of the 116 respondents have a diploma degree, 35 have a bachelor's degree and 29 have a master's degree. 2 of the 166 respondents have a doctorate degree and the remaining 6 respondents have only a secondary school degree.

Majority of the respondents, 92 out of 116, have work experience in the industry ranging from 6 to 25 years. 15 of the 116 respondents have been in the industry for 5 years or less, but 9 of the 116 respondents have more than 25 years of experience in the industry.

27 out of the 116 respondents are working as engineers in the industry and 18 and 15 respondents are supervisors and managers respectively. However, most of the respondents

are from other sectors of the industry. A total of 34 of the respondents who participated in this study hold other positions such as administrative, etc. The remaining 22 of the 116 respondents are technicians. Table 4.1 shows the distribution of demographic characteristics of the study.

Table 4.1 Demographic Characteristics

Gender	Total count (n=116)
Female	51
Male	65
Age	
21 - 30 Years old	10
31 - 40 Years old	58
41 - 50 Years old	36
51 - 60 Years old	6
Less than 21 Years old	5
Education Level	
Bachelor's Degree	35
Diploma	44
Masters Degree	29
Phd / DBA	2
Secondary School	6
Position	
Engineer	27
First Line Supervisor	18

Managerial	15
Others	34
Technician	22

4.2 Inferential Analysis

By comparing mean values from the data, respondents possess a good understanding in conflict management overall. Table 4.2 presents the mean value for each item used to collect data among the participants. Majority of the participants has compromising, collaborating and accommodating style of conflict managements and willing to work as a team. This can be confirmed with the mean value for item number 2 is 3.83 and mean value for item number is also above 3 (3.53). The item number 5 with the mean value of 3.94, followed by item number 8, where the participants are willing to adjust their priorities to reach a solution during a conflict indicate the accommodating conflict management style among respondents.

The participants can also be deduced that there is competing style of conflict management as the mean value for item number 1 which indicated their expectation for excellent results is 3.88 and item number 6 and 11 hold the mean value of 3.41 and 3.65 each respectively.

The conflict management style of collaboration can be obtained from item number 7, 15, 17 and 18 of the study instruments. The highest mean value is for item number 22 and 15, 3.92 and 3.91, each respectively, which exhibits the respondents' interest in seeking for opinion and solution to ask for cooperation as a conflict management. However, with the mean value 3.55, respondents are clearly to know to make their own final decision even though their willing to consider other's opinion as that could be seen in item number 7.

The lowest mean value in this study is 2.88, which indicates the disagreement of participants in avoiding people with strong opinions. For item number 9, the mean value is 2.91 which also indicates the reverse opinion of the respondents in regards on walking out of situation during a conflict. This interprets that the working environment accommodates sharing opinions and open in receiving everyone's opinion.

Table 4.2 Mean Comparison on Study variables

	Trait	Mean	Std. Deviation
1. I need to attain excellent results and cannot be limited by others	Competing	3.88	.856
2. I am always willing to listen to other's opinions and I also want to give them mine	Compromising	3.83	1.024
3. I often make slight modifications in my goals to meet other people's needs	Compromising	3.53	.955
4. If people don't respect my opinion, I will keep it to myself	Avoiding	3.28	1.131
5. When someone else thinks they have a good idea, I will cooperate and help them out	Accommodating	3.94	.887
6. When conflicts arise, I usually stand for my principles	Competing	3.41	.942
7. I am always willing to consider other's opinions, but I still make my own decisions	Collaborating	3.55	.954
8. When a conflict arises, I am willing to adjust my priorities to reach a solution	Accommodating	3.76	.920
9. When a conflict occurs, I tend to walkout of the situation and do something else	Accommodating	2.91	1.179

10. I don't like to rock the boat, so I cooperate with others and accept instructions easily	Accommodating	3.42	1.006
11. When pursuing my priorities, I am usually firm and not swayed by others	Competing	3.65	.837
12. During conflict, I immediately work to highlight everyone's concerns	Compromising	3.56	.907
13. During a conflict I try to find some compromise	Compromising	3.45	.963
14. Differences of opinion are not worth worrying about, so I usually avoid them	Avoiding	3.03	1.099
15. I like to ask others for their opinions and try to find ways to cooperate	Collaborating	3.91	.913
16. Once I have taken a responsibility, I don't like to have others try to question me out of it	Competing	3.02	1.079
17. When there is a conflict, I make a point of presenting my view clearly and I invite others to do the same	Collaborating	3.47	.973
18. When viewpoints are opposed, I generally propose a middle ground	Collaborating	3.67	.921
19. I try to avoid people who have strong opinions	Accommodating	2.88	1.112
20. I think it is more important to get along rather than to win an argument	Avoiding	3.54	.936
21. After I have made a decision, I defend for it strongly	Competing	3.60	.893
22. I am a decision maker, but I make a point of listening to others to find the best solution possible	Collaborating	3.92	.934
23. I like to get an idea during half-way of my task	Compromising	3.33	1.045
24. I often keep ideas to myself because most things are not worth arguing	Avoiding	2.91	1.103
25. I try to adjust my priorities to accommodate others' needs	Avoiding	3.25	1.037

4.3 Correlation Analysis

Correlation analysis is conducted to evaluate the relationship between gender and age of respondents with the study variables. Prior to correlation analysis, normality test has been computed. Table 4.3 shows the normality test of the study variables.

Table 4.3 Normality Test

Tests of Normality						
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
CM	.073	116	.184	.971	116	.014
a. Lilliefors Significance Correction						

From the table, the data is statistically significant. Hence, Pearson Coefficient Analysis is conducted. The correlation between conflict occurrence and conflict management style shows statistically significant ($r = 0.003$). This indicates that the conflict occurrence has significant association with conflict management style with their job performance. Conflict management style is implemented during a conflict at their work environment. Table 4.4 presents the correlation analysis to identify the association as per in conceptual framework.

Table 4.4 Pearson correlation Analysis

Correlations			
		1. Conflict occurrence	2. Conflict management style
1. Conflict occurrence	Pearson Correlation	1	-.269**
	Sig. (2-tailed)		.003
	N	116	116
2. Conflict management style	Pearson Correlation	-.269**	1
	Sig. (2-tailed)	.003	
	N	116	116
**. Correlation is significant at the 0.01 level (2-tailed).			

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CHAPTER 5

DISCUSSION & CONCLUSION

5.1 Discussion

In relation to this study, various characteristics and facts are evident which were tested using the data collected from the respondents who were from different organisations with different roles. The data collected was used to test the hypotheses and validate the research questions of this study. All questions were answered appropriately and recommendations were made. Teamwork is key to minimising conflict in the workplace. The research found that collaboration between employees reduces conflict. In this regard, it is recommended that employees should work as a team and not in competition with each other. This will ensure efficiency in service delivery and harmony among staff as they all strive towards a common goal for the organisation. In cases where staff in an organisation compete with each other, conflicts often arise as the more efficient staff may disregard those who are slower, leading to conflicts.

Effectiveness is crucial for organisations to survive in a dynamic environment. Several organisational factors are crucial for achieving effectiveness, such as knowledge sharing, organisational climate, organisational structure, organisational culture, organisational leadership and environmental factors. Conflict management is also a crucial factor in increasing effectiveness. Conflict is an inevitable part of life as it relates to situations where resources are scarce, where task division, role differentiation and power relationships are required. In many cases, conflict leads to stress, which results in less than optimal employee satisfaction. This lower satisfaction can lead to higher absenteeism and turnover rates. Conflict can also undermine trust in colleagues and even supervisors, which can affect or

completely halt progress on project implementation. The accumulation of negative internal consequences such as slowed progress and loss of trust could have a negative impact on customer satisfaction, as deadlines for service delivery cannot be met and the quality of service is below expected standards. Conflicts in organisations are disastrous and cause unnecessary economic losses to both organisations and society. They sometimes lead to strikes, stress and low productivity, loss of working hours and waste of resources.

Conflicts can be resolved in many different ways, some aiming at structural changes, while others focus on interpersonal relationships. Conflict management that focuses on constructive action seems to be the best approach to resolving conflict in any organisation. Should conflict occur, it is important to manage it as best as possible so that it can be turned into something positive rather than a negative force that is seen as a threat to the individual or the group.

Conflict management strategy (CMS) is the process that involves suppressing the negative aspects of conflict while at the same time emphasising more the positive aspects of the same conflict through the use of styles and techniques in managing conflict between individuals or between groups. Conflict management involves the execution of tactics to suppress the harmful elements of the conflict while at the same time emphasising more the positive aspects of the conflict at the same or a higher level compared to when the conflict occurred. The main purpose of management in relation to conflict is to improve organisational performance and efficiency. It is not primarily about avoiding or eliminating all conflict. According to Gordon (2004), the concept of conflict management is most often associated with the containment and resolution of conflict. Conflict containment and resolution is about identifying and dealing with conflict in a reasonable,

efficient and fair manner. This practice requires skills such as problem solving, negotiation and appropriate communication with a clear focus on well-being.

Age is a factor that leads to conflict in the workplace. As per the analysis, the research found that older people in companies have had more conflicts in their workplace in the recent past. This could be due to the divergence in personality, which is given as the main cause of conflict compared to all other possible causes. Personality divergence occurs mainly when older people do not get along very well with the behaviours or personalities of their younger colleagues in the workplace. It is therefore valid to say that age and personality are related to workplace conflict.

5.2 Conclusion

The results show that there is a significant relationship between conflict management and personnel in the oil and gas industry in Malaysia. The findings suggest that dominance conflict strategy has a positive effect on employee performance. Similarly, the study concludes that the adoption of conflict management strategies is well spread among oil and gas industry personnel in Malaysia.

5.3 Implication of Study

This study has provided an insight on the current understanding and attitude of the staffs in oil and gas industry in Malaysia. The study has also presented the style adapted in conflict management among staffs and how it affects their job performance. With a proper conflict management style, the harmony of work environment can be maintained. The outcome of this results also indicates the avoidance to prevent conflict. This can be further

explored and create better opportunities to overcome and barriers in communication among staffs in the oil and gas industry.

Another implication of this study also exhibited the role of demographic characteristic with the conflict management style of respondents. There is no any significance in relation of demographic characteristic with the conflict management style and job performance among the study respondents.

5.4 Recommendation and Suggestions

The study can be developed further to assess factors that causes conflict and also can be developed in future to identify the level of position which influences the conflict management strategies. In future, the study can also be expanded to review company policies and implementation strategies with a proper case study to understand the conflict management intervention on the chosen industry.

5.5 Limitation of Study

A limitation of this study is the selection of the sample and the design of the questionnaire. It should be noted that in this study, although the sample was selected using the simple random sampling method, no specific target group in term of position was intended for the respondents to be included in the survey. In this sense, survey research on such a topic should include employees in a specific organisation or profession.

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APPENDICES

SPSS OUTPUT

Statistics

		Gender	Age Group	Highest Education Level	Years of Service	Position
N	Valid	116	116	116	116	116
	Missing	0	0	0	0	0

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	51	44.0	44.0	44.0
	Male	65	56.0	56.0	100.0
	Total	116	100.0	100.0	

Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21 - 30 Years old	10	8.6	8.6	8.6
	31 - 40 Years ol	58	50.0	50.0	58.6
	41 - 50 Years old	36	31.0	31.0	89.7
	51 - 60 Years old	6	5.2	5.2	94.8
	61 and above	1	.9	.9	95.7
	Less than 21 Years old	5	4.3	4.3	100.0
	Total	116	100.0	100.0	

Highest Education Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	35	30.2	30.2	30.2
	Diploma	44	37.9	37.9	68.1
	Masters Degree	29	25.0	25.0	93.1

Phd / DBA	2	1.7	1.7	94.8
Secondary School	6	5.2	5.2	100.0
Total	116	100.0	100.0	

Years of Service

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	16 - 25 Years	44	37.9	37.9	37.9
	5 Years and below	15	12.9	12.9	50.9
	6 - 15 Years	48	41.4	41.4	92.2
	More than 25 Years	9	7.8	7.8	100.0
	Total	116	100.0	100.0	

Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Engineer	27	23.3	23.3	23.3
	First Line Supervisor	18	15.5	15.5	38.8
	Managerial	15	12.9	12.9	51.7
	Others	34	29.3	29.3	81.0
	Technician	22	19.0	19.0	100.0
	Total	116	100.0	100.0	

1. I need to attain excellent results and cannot be limited by others / Saya perlu mencapai keputusan yang cemerlang dan tidak boleh dihadkan oleh orang lain.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.9	.9	.9
	2	6	5.2	5.2	6.0
	3	26	22.4	22.4	28.4
	4	56	48.3	48.3	76.7
	5	27	23.3	23.3	100.0
	Total	116	100.0	100.0	

2. I am always willing to listen to other's opinions and I also want to give them mine / Saya sentiasa bersedia untuk mendengar pendapat orang lain dan saya juga ingin memberikan mereka pendapat saya.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.9	.9	.9
	2	16	13.8	13.8	14.7
	3	18	15.5	15.5	30.2
	4	48	41.4	41.4	71.6
	5	33	28.4	28.4	100.0
	Total	116	100.0	100.0	

3. I often make slight modifications in my goals to meet other people's needs / Saya sering membuat sedikit pengubahsuaian dalam matlamat saya untuk memenuhi keperluan orang lain.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2.6	2.6	2.6
	2	14	12.1	12.1	14.7
	3	32	27.6	27.6	42.2
	4	52	44.8	44.8	87.1
	5	15	12.9	12.9	100.0
	Total	116	100.0	100.0	

4. If people don't respect my opinion, I will keep it to myself / Jika orang lain tidak menghormati pendapat saya, saya akan menyimpan pendapat saya sendiri.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	6.0	6.0	6.0
	2	27	23.3	23.3	29.3
	3	23	19.8	19.8	49.1
	4	45	38.8	38.8	87.9

5	14	12.1	12.1	100.0
Total	116	100.0	100.0	

5. When someone else thinks they have a good idea, I will cooperate and help them out / Apabila orang lain berpendapat mereka mempunyai idea yang baik, saya akan bekerjasama dan membantu mereka.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2.6	2.6	2.6
	2	6	5.2	5.2	7.8
	3	13	11.2	11.2	19.0
	4	67	57.8	57.8	76.7
	5	27	23.3	23.3	100.0
	Total	116	100.0	100.0	

6. When conflicts arise, I usually stand for my principles / Apabila konflik timbul, saya akan berpegang pada prinsip saya.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2.6	2.6	2.6
	2	16	13.8	13.8	16.4
	3	39	33.6	33.6	50.0
	4	46	39.7	39.7	89.7
	5	12	10.3	10.3	100.0
	Total	116	100.0	100.0	

7. I am always willing to consider other's opinions, but I still make my own decisions / Saya sentiasa bersedia untuk mempertimbangkan pendapat orang lain, tetapi saya akan membuat keputusan sendiri.

		Frequency	Percent	Valid Percent	Cumulative Percent

Valid	1	3	2.6	2.6	2.6
	2	15	12.9	12.9	15.5
	3	27	23.3	23.3	38.8
	4	57	49.1	49.1	87.9
	5	14	12.1	12.1	100.0
	Total	116	100.0	100.0	

8. When a conflict arises, I am willing to adjust my priorities to reach a solution / Apabila konflik timbul, saya bersedia untuk menyesuaikan keutamaan saya untuk mencapai penyelesaian.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	15	12.9	12.9	12.9
	3	21	18.1	18.1	31.0
	4	57	49.1	49.1	80.2
	5	23	19.8	19.8	100.0
	Total	116	100.0	100.0	

9. When a conflict occurs, I tend to walkout of the situation and do something else / Apabila konflik berlaku, saya bercenderung untuk berundur daripada situasi itu dan melakukan sesuatu yang lain.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16	13.8	13.8	13.8
	2	30	25.9	25.9	39.7
	3	27	23.3	23.3	62.9
	4	35	30.2	30.2	93.1
	5	8	6.9	6.9	100.0
	Total	116	100.0	100.0	

10. I don't like to rock the boat so I cooperate with others and accept instructions easily / Saya tidak suka bermasalah, jadi saya bekerjasama dengan orang lain dan menerima arahan dengan mudah.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	5.2	5.2	5.2
	2	16	13.8	13.8	19.0
	3	27	23.3	23.3	42.2
	4	57	49.1	49.1	91.4
	5	10	8.6	8.6	100.0
	Total	116	100.0	100.0	

11. When pursuing my priorities, I am usually firm and not swayed by others / Apabila mengejar keutamaan saya, biasanya saya akan tegas dan tidak dipengaruhi oleh orang lain.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.9	.9	.9
	2	9	7.8	7.8	8.6
	3	35	30.2	30.2	38.8
	4	56	48.3	48.3	87.1
	5	15	12.9	12.9	100.0
	Total	116	100.0	100.0	

12. During conflict, I immediately work to highlight everyone's concerns / Semasa konflik, saya segera berusaha untuk mendedahkan kebimbangan semua.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.9	.9	.9
	2	16	13.8	13.8	14.7
	3	30	25.9	25.9	40.5
	4	55	47.4	47.4	87.9
	5	14	12.1	12.1	100.0

Total	116	100.0	100.0
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13. During a conflict I try to find some compromise / Semasa konflik saya akan cuba mencari kompromi.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2.6	2.6	2.6
	2	17	14.7	14.7	17.2
	3	34	29.3	29.3	46.6
	4	49	42.2	42.2	88.8
	5	13	11.2	11.2	100.0
	Total	116	100.0	100.0	

14. Differences of opinion are not worth worrying about, so I usually avoid them / Perbezaan pendapat tidak perlu dibimbangkan, jadi saya mengelakkannya.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	9	7.8	7.8	7.8
	2	32	27.6	27.6	35.3
	3	31	26.7	26.7	62.1
	4	35	30.2	30.2	92.2
	5	9	7.8	7.8	100.0
	Total	116	100.0	100.0	

15. I like to ask others for their opinions and try to find ways to cooperate / Saya suka meminta pendapat orang lain dan cuba mencari cara untuk bekerjasama.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2.6	2.6	2.6
	2	4	3.4	3.4	6.0
	3	24	20.7	20.7	26.7
	4	55	47.4	47.4	74.1

5	30	25.9	25.9	100.0
Total	116	100.0	100.0	

16. Once I have taken a responsibility, I don't like to have others try to question me out of it / Sebaik sahaja saya mengambil sesuatu tanggungjawab, saya tidak suka orang lain cuba menyoalkan saya.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	10	8.6	8.6	8.6
	2	29	25.0	25.0	33.6
	3	33	28.4	28.4	62.1
	4	37	31.9	31.9	94.0
	5	7	6.0	6.0	100.0
	Total	116	100.0	100.0	

17. When there is a conflict, I make a point of presenting my view clearly and I invite others to do the same / Apabila berlaku konflik, saya mengemukakan pandangan saya dengan jelas dan mengajak orang lain untuk melakukan perkara yang sama.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2.6	2.6	2.6
	2	16	13.8	13.8	16.4
	3	35	30.2	30.2	46.6
	4	47	40.5	40.5	87.1
	5	15	12.9	12.9	100.0
	Total	116	100.0	100.0	

18. When viewpoints are opposed, I generally propose a middle ground / Apabila pandangan ditentang, saya biasanya mencadangkan situasi yang membenarkan kedua-dua pihak untuk bersetuju.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2.6	2.6	2.6
	2	10	8.6	8.6	11.2
	3	26	22.4	22.4	33.6
	4	60	51.7	51.7	85.3
	5	17	14.7	14.7	100.0
	Total	116	100.0	100.0	

19. I try to avoid people who have strong opinions / Saya cuba mengelakkan orang yang mempunyai pendapat yang kuat.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	12	10.3	10.3	10.3
	2	36	31.0	31.0	41.4
	3	29	25.0	25.0	66.4
	4	32	27.6	27.6	94.0
	5	7	6.0	6.0	100.0
	Total	116	100.0	100.0	

20. I think it is more important to get along rather than to win an argument / Saya rasa lebih penting untuk bergaul daripada memenangi hujah.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	2.6	2.6	2.6
	2	13	11.2	11.2	13.8
	3	32	27.6	27.6	41.4
	4	54	46.6	46.6	87.9
	5	14	12.1	12.1	100.0
	Total	116	100.0	100.0	

**21. After I have made a decision, I defend for it strongly /
Selepas saya membuat keputusan, saya
mempertahkannya dengan kuat.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	1.7	1.7	1.7
	2	10	8.6	8.6	10.3
	3	36	31.0	31.0	41.4
	4	52	44.8	44.8	86.2
	5	16	13.8	13.8	100.0
	Total	116	100.0	100.0	

**22. I am a decision maker, but I make a point of listening to
others to find the best solution possible / Saya seorang
pembuat keputusan, tetapi saya berusaha untuk mendengar
orang lain untuk mencari penyelesaian terbaik.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	1	.9	.9	.9
	2	9	7.8	7.8	8.6
	3	22	19.0	19.0	27.6
	4	50	43.1	43.1	70.7
	5	34	29.3	29.3	100.0
	Total	116	100.0	100.0	

**23. I like to get an idea during half-way of my task / Saya
suka mendapatkan idea semasa separuh jalan tugas saya.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	6	5.2	5.2	5.2
	2	18	15.5	15.5	20.7
	3	38	32.8	32.8	53.4
	4	40	34.5	34.5	87.9
	5	14	12.1	12.1	100.0
	Total	116	100.0	100.0	

24. I often keep ideas to myself because most things are not worth arguing / Saya sering berdiam diri kerana kebanyakan perkara tidak patut dipertikaikan.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	14	12.1	12.1	12.1
	2	30	25.9	25.9	37.9
	3	29	25.0	25.0	62.9
	4	39	33.6	33.6	96.6
	5	4	3.4	3.4	100.0
	Total	116	100.0	100.0	

25. I try to adjust my priorities to accommodate others' needs / Saya cuba menyesuaikan keutamaan saya untuk menampung keperluan orang lain.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	7	6.0	6.0	6.0
	2	23	19.8	19.8	25.9
	3	27	23.3	23.3	49.1
	4	52	44.8	44.8	94.0
	5	7	6.0	6.0	100.0
	Total	116	100.0	100.0	

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
1. I need to attain excellent results and cannot be limited by others / Saya perlu mencapai keputusan yang cemerlang dan tidak boleh dihadkan oleh orang lain.	116	1	5	3.88	.856

2. I am always willing to listen to other's opinions and I also want to give them mine / Saya sentiasa bersedia untuk mendengar pendapat orang lain dan saya juga ingin memberikan mereka pendapat saya.	116	1	5	3.83	1.024
3. I often make slight modifications in my goals to meet other people's needs / Saya sering membuat sedikit pengubahsuaian dalam matlamat saya untuk memenuhi keperluan orang lain.	116	1	5	3.53	.955
4. If people don't respect my opinion, I will keep it to myself / Jika orang lain tidak menghormati pendapat saya, saya akan menyimpan pendapat saya sendiri.	116	1	5	3.28	1.131
5. When someone else thinks they have a good idea, I will cooperate and help them out / Apabila orang lain berpendapat mereka mempunyai idea yang baik, saya akan bekerjasama dan membantu mereka.	116	1	5	3.94	.887
6. When conflicts arise, I usually stand for my principles / Apabila konflik timbul, saya akan berpegang pada prinsip saya.	116	1	5	3.41	.942

7. I am always willing to consider other's opinions, but I still make my own decisions / Saya sentiasa bersedia untuk mempertimbangkan pendapat orang lain, tetapi saya akan membuat keputusan sendiri.	116	1	5	3.55	.954
8. When a conflict arises, I am willing to adjust my priorities to reach a solution / Apabila konflik timbul, saya bersedia untuk menyesuaikan keutamaan saya untuk mencapai penyelesaian.	116	2	5	3.76	.920
9. When a conflict occurs, I tend to walkout of the situation and do something else / Apabila konflik berlaku, saya bercenderung untuk berundur daripada situasi itu dan melakukan sesuatu yang lain.	116	1	5	2.91	1.179
10. I don't like to rock the boat so I cooperate with others and accept instructions easily / Saya tidak suka bermasalah, jadi saya bekerjasama dengan orang lain dan menerima arahan dengan mudah.	116	1	5	3.42	1.006
11. When pursuing my priorities, I am usually firm and not swayed by others / Apabila mengejar keutamaan saya, biasanya saya akan tegas dan tidak dipengaruhi oleh orang lain.	116	1	5	3.65	.837

12. During conflict, I immediately work to highlight everyone's concerns / Semasa konflik, saya segera berusaha untuk mendedahkan kebimbangan semua.	116	1	5	3.56	.907
13. During a conflict I try to find some compromise / Semasa konflik saya akan cuba mencari kompromi.	116	1	5	3.45	.963
14. Differences of opinion are not worth worrying about, so I usually avoid them / Perbezaan pendapat tidak perlu dibimbangkan, jadi saya mengelakkannya.	116	1	5	3.03	1.099
15. I like to ask others for their opinions and try to find ways to cooperate / Saya suka meminta pendapat orang lain dan cuba mencari cara untuk bekerjasama.	116	1	5	3.91	.913
16. Once I have taken a responsibility, I don't like to have others try to question me out of it / Sebaik sahaja saya mengambil sesuatu tanggungjawab, saya tidak suka orang lain cuba menyoalkan saya.	116	1	5	3.02	1.079

17. When there is a conflict, I make a point of presenting my view clearly and I invite others to do the same / Apabila berlaku konflik, saya mengemukakan pandangan saya dengan jelas dan mengajak orang lain untuk melakukan perkara yang sama.	116	1	5	3.47	.973
18. When viewpoints are opposed, I generally propose a middle ground / Apabila pandangan ditentang, saya biasanya mencadangkan situasi yang membenarkan kedua-dua pihak untuk bersetuju.	116	1	5	3.67	.921
19. I try to avoid people who have strong opinions / Saya cuba mengelakkan orang yang mempunyai pendapat yang kuat.	116	1	5	2.88	1.112
20. I think it is more important to get along rather than to win an argument / Saya rasa lebih penting untuk bergaul daripada memenangi hujah.	116	1	5	3.54	.936
21. After I have made a decision, I defend for it strongly / Selepas saya membuat keputusan, saya mempertahankannya dengan kuat.	116	1	5	3.60	.893

22. I am a decision maker, but I make a point of listening to others to find the best solution possible / Saya seorang pembuat keputusan, tetapi saya berusaha untuk mendengar orang lain untuk mencari penyelesaian terbaik.	116	1	5	3.92	.934
23. I like to get an idea during half-way of my task / Saya suka mendapatkan idea semasa separuh jalan tugas saya.	116	1	5	3.33	1.045
24. I often keep ideas to myself because most things are not worth arguing / Saya sering berdiam diri kerana kebanyakan perkara tidak patut dipertikaikan.	116	1	5	2.91	1.103
25. I try to adjust my priorities to accommodate others' needs / Saya cuba menyesuaikan keutamaan saya untuk menampung keperluan orang lain.	116	1	5	3.25	1.037
Valid N (listwise)	116				

Pearson Correlation

Case Processing Summary

	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
CM	116	100.0%	0	0.0%	116	100.0%

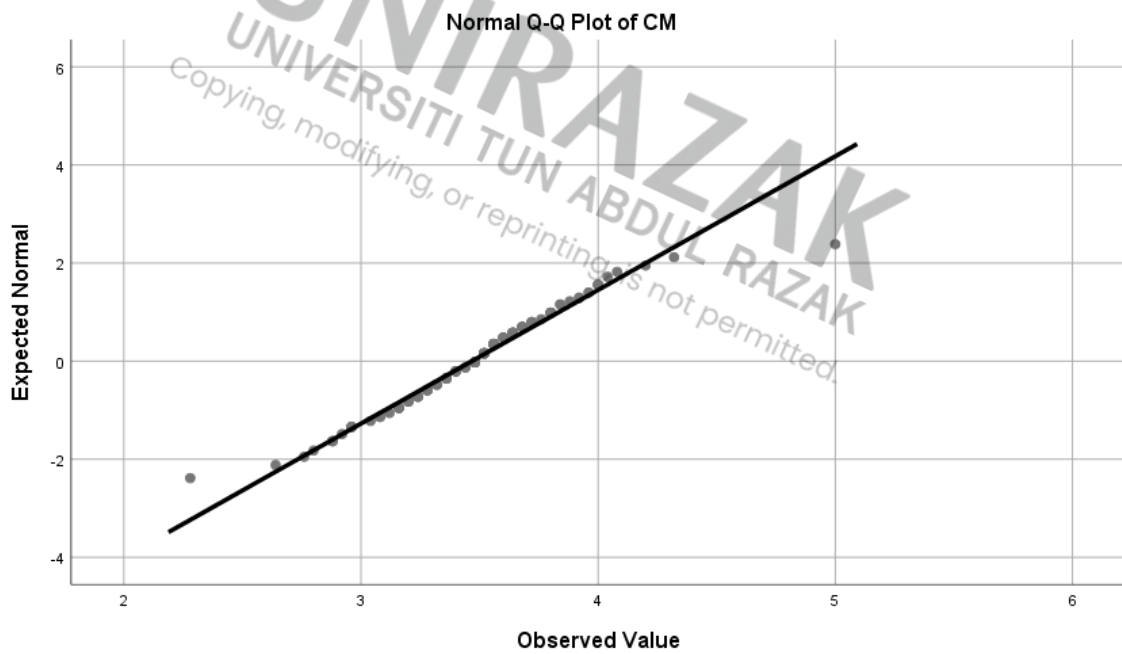
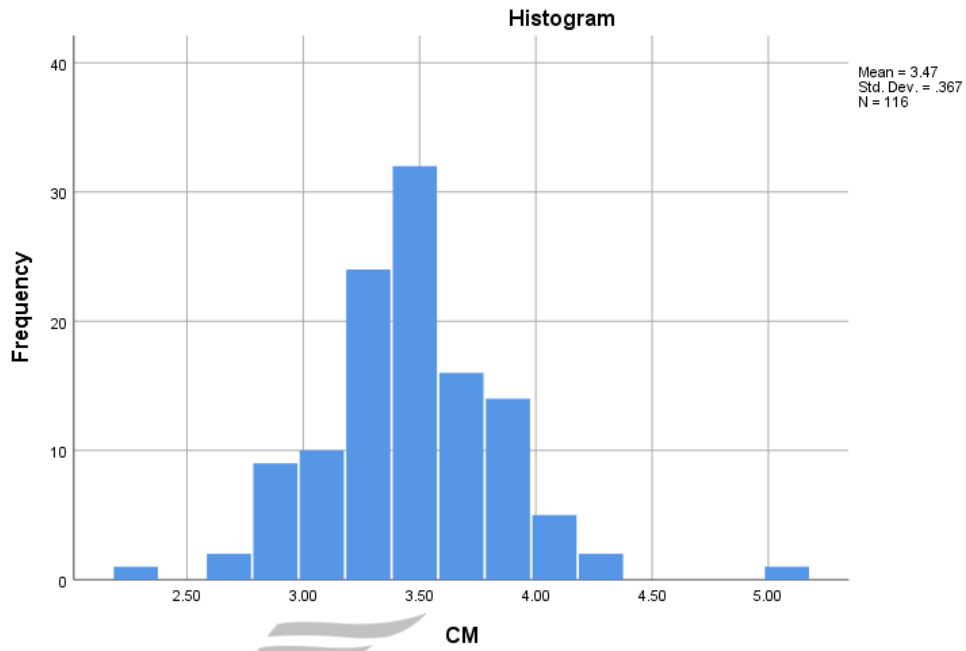
Descriptives

		Statistic	Std. Error
CM	Mean	3.4676	.03407
	95% Confidence Interval for Mean	Lower Bound 3.4001	
		Upper Bound 3.5351	
	5% Trimmed Mean	3.4649	
	Median	3.4800	
	Variance	.135	
	Std. Deviation	.36693	
	Minimum	2.28	
	Maximum	5.00	
	Range	2.72	
	Interquartile Range	.43	
	Skewness	.303	.225
	Kurtosis	2.492	.446

Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
CM	.073	116	.184	.971	116	.014

a. Lilliefors Significance Correction



Correlations

		CM	Age Group
CM	Pearson Correlation	1	.010
	Sig. (2-tailed)		.913
	N	116	116
Age Group	Pearson Correlation	.010	1
	Sig. (2-tailed)	.913	
	N	116	116

Correlations

		CM	Gender
CM	Pearson Correlation	1	-.047
	Sig. (2-tailed)		.615
	N	116	116
Gender	Pearson Correlation	-.047	1
	Sig. (2-tailed)	.615	
	N	116	116

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Study Question

Conflict Management Questionnaire

Objective: This questionnaire is designed to help people identify their preferred styles of conflict resolution.

Directions: Answer each of the following questions so as to best describe your preferred style in handling differences or conflicts between yourself and others. There is no right or better answer. Each style is good in its own way. Score your answer by circling the most appropriate answer: sd = Strongly disagree, d = disagree, N = neutral, a = agree, sa = Strongly Agree When finished transfer the answers to the score sheet.

1. I need to attain excellent results and cannot be limited by others.
2. I am always willing to listen to other's opinions, but I also want to give them mine.
3. I often make slight modifications in my goals to meet other people's needs.
4. If people don't respect my opinion, I keep it to myself.
5. When someone else thinks they have a good idea I cooperate and help them.
6. When conflicts arise I usually stand on my principles.
7. I am always willing to consider other people's opinions, but I make my own decisions.
8. When a conflict arises I am usually willing to adjust my priorities to reach a resolution.
9. When a conflict occurs I tend to back out of the situation and do something else.
10. I don't like to rock the boat so I cooperate with others and accept instructions easily. C
11. When pursuing my priorities I am usually firm and not swayed by others.
12. During conflict I immediately work to get everyone's concerns out in the open.
13. During a conflict I try to find some compromise.
14. Differences of opinion are not always worth worrying about, so I usually avoid them.
15. I like to ask others for their opinions and try to find ways to cooperate.
16. Once I have taken a position I don't like to have others try to talk me out of it.
17. When there is a conflict I make a point of presenting my view and I invite others to do the same.

18. When viewpoints are opposed, I generally propose a middle ground.
19. I try to avoid people who have strong opinions.
20. I think it is more important to get along than to win an argument.
21. After I have made a decision I defend it strongly.
22. I am a decision maker, but I make a point of listening to others to find the best solution possible.
23. I like to meet other people half-way.
24. I often keep to myself because most things are not worth arguing about.
25. I try to adjust my priorities to accommodate other people's needs.

Analysis score sheet for Conflict Management Questionnaire

For each answer on the questionnaire, transfer the score to this chart by circling the number that corresponds to the chosen answer: sd=5 d=4 N=3 a=2 sa=1. Once this is done, add the scores in each horizontal row and enter the sum on the appropriate line in the sixth column. Also, calculate the average by adding the five sums and dividing by five. Finally, calculate A, B, C, D and E by subtracting the average from each sum.

1.	5 4 3 2	6.	5 4 3 2	11.	5 4 3 2	16.	5 4 3 2	21.	5 4 3 2	Sum = __, A
	1		1		1		1		1	= __
2.	5 4 3 2	7.	5 4 3 2	12.	5 4 3 2	17.	5 4 3 2	22.	5 4 3 2	Sum = __, B
	1		1		1		1		1	= __
3.	5 4 3 2	8.	5 4 3 2	13.	5 4 3 2	18.	5 4 3 2	23.	5 4 3 2	Sum = __, C
	1		1		1		1		1	= __
4.	5 4 3 2	9.	5 4 3 2	14.	5 4 3 2	19.	5 4 3 2	24.	5 4 3 2	Sum = __, D
	1		1		1		1		1	= __
5.	5 4 3 2	10.	5 4 3 2	15.	5 4 3 2	20.	5 4 3 2	25.	5 4 3 2	Sum = __, E
	1		1		1		1		1	= __
Average = _____										

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What does this mean? If the highest scoring category is E, then your style of conflict resolution tends to be "competing." If the highest was D, then it is "collaborating." Likewise, C represents a "compromising" style; B an "avoiding" style, and A an "accommodating" style of dealing with conflict.

These conflict management styles are described as.

A:Compromising - "This isn't important enough to fight over." "I don't want to be unreasonable." "If I give her this, maybe she'll give me that." "We could both live with that." A fox.

B:Collaborating - "I'm sure if we work together we can come up with a better answer than either of us individually." "I'm not giving in yet, but I am willing to hear your opinion, and give you mine." "I win, you win." An owl.

C:Accommodating - "I value our relationship more than the point." "Let's just get this over with so we can get on to other things." "This tension is very uncomfortable. I'll just do what they want." "Fine I give in, have it your way." "I lose, you win." A teddy bear.

D:Avoiding - "I will be quiet and listen." "It's not that big a deal." "I'd rather just forget it." "It's not worth the trouble." "What difference could I make anyway." "I lose, you lose." A turtle.

E:Competing - "I value the point being made more than our relationship." "It's them or me." "I've got to win this one!" "I'm sure they will see it my way if they just think about it." "I know I'm right." This is the "I win, you lose" position. Often symbolized as a shark.

People tend to use one of the first four conflict styles. The fifth, compromising, describes a state that can be used temporarily to get someone to move from one of the other styles.

This simple model represents choices people or teams make when they resolve conflicts. Depending on the situation, each can prove to be valuable. They need not be fixed reflections of personalities, education, or position in the organization. Every step of the way the people involved have choices about how they act.

Understanding these styles is the first step to improving the way people work together. Not only are people able to recognize where they need to make changes in their styles for managing conflict, but they may be able to avoid conflict by acknowledging the styles the other people express.

APPROVAL PAGE

**TITLE OF PROJECT PAPER: CONFLICT MANAGEMENT AT MALAYSIA OIL
AND GAS COMPANY**

NAME OF AUTHOR: KOKULATEEBEN KUPPUSAMY

The undersigned certify that the above candidate has fulfilled the condition of the project paper prepared in partial fulfillment for the degree of Master of Business Administration.

SUPERVISOR

Signature : _____

Name

Date

ENDORSED BY:

Dean

Graduate School of Business

Date:

