

THE CONFLICT IN TEAM MANAGEMENT IMPACT TO TEAM PERFORMANCE

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ABSTRACT

Conflict reflects on team performance. Any unresolved conflicts in work team will affect the performance of team. So, the purpose of this research is to identify the conflicts in team management, and to identify the relationship between the conflicts in team management to the team performance. The main things need to be covered are the conflict faced in team management and the relationship between the conflict in team management toward the team performance. Those two main things will be determined and analyzed in this research. The relationship of the conflict in team management toward the team performance are just to identify either the conflict in team management have an impact toward team performance or not. So, for this study, that have two variables which is type of conflict is the independent variable and atmosphere in team performance as dependent variable. Survey techniques are used for the data collection. The sample size use in this study is 24 of respondents out of 30 of companies from the population. The questionnaire was distributed to the construction company as the respondents are those who work as a team in construction companies. The result will be obtained by using SPSS Software and the result shows the both of the objectives were achieved. The first objective will comes out by three types of conflict faces in the team structure which is task conflict, relationship conflict and process conflict. The second objective achieve after we comes out by the type of the conflict with the atmosphere among the team structure in construction companies. For the impact between the conflicts and the team performance there is have a significant impact between two variables but only faced in the process conflict. The other two of the conflict which is task conflict and relationship conflict doesn't have leaves a significant impact toward the atmosphere in the team performance.

ABSTRAK

Konflik akan memberi kesan kepada pencapaian sesebuah kumpulan. Segala permasalahan yang tidak diselesaikan akan memberi kesan kepada pihak pengurusan kumpulan samaada dalam bentuk negative atau memberi kesan yang positif kepada kumpulan. Oleh itu, tujuan kajian ini dilakukan adalah untuk mengkaji konflik yang berlaku dalam kerja kumpulan dan mengkaji hubungan antara konflik yang berlaku dalam kerja kumpulan terhadap perkembangan kerja kumpulan. Perkara utama yang perlu dikaji adalah konflik yang berlaku dalam kerja kumpulan dan hubungan antara konflik dalam kerja kumpulan kepada perkembangan kerja kumpulan. Hubungan atau hubungkait antara konflik dalam kerja kumpulan adalah untuk mengkaji kesan –kesan akibat dari konflik yang dihadapi oleh kerja kumpulan kepada perkembangan kerja kumpulan. Didalam kajian ini, konflik dapat dikenalpasti sebagai pembolehubah bebas manakala suasana dalam pengurusan kumpulan menjadi pembolehubah bersandar. Kajian terdahulu yang mempunyai kaitan akan dirujuk sebagai sumber rujukan dan maklumat tambahan kepada kajian ini. Soalan kaji selidik digunakan didalam kajian bagi mengumpul maklumat yang diperlukan. Seramai 24 responden yang terlibat secara berkumpulan dari sebanyak 30 syarikat pembinaan. Kaji selidik yang diperolehi akan dianalisa menggunakan perisian SPSS dan secara amnya, objektif bagi kajian ini tercapai. Bagi objektif pertama, konflik yang dapat dikenalpasti ialah konflik dalam pembahagian tugas-tugas, konflik dalam perhubungan didalam kumpulan, dan konflik yang berlaku semasa proses projek berlangsung. Manakala, bagi objektif kedua, tercapai apabila kajian menunjukkan antara konflik mempunyai hubungkait dengan suasana didalam kerja kumpulan. Akan tetapi, hanya proses konflik yang mempunyai hubungkait manakala, konflik pembahagian tugas dan hubungan antara satu sama lain tidak meninggalkan kesan yang negative kepada kumpulan.

TABLE OF CONTENTS

SUPERVISOR DECLARATION	II
STUDENT DECLARATION	III
DEDICATION	IV
ACKNOWLEDGEMENT	V
ABSTRACT	VI
ABSTRAK	VII
TABLE OF CONTENTS	VIII
LIST OF TABLES	XII
LIST OF FIGURES	XIII
CHAPTER 1 INTRODUCTION	1
1.1 Background	1

1.2 Problem Statement	2
1.3 Research Objective	3
1.4 Research Questions	3
1.5 Research Hypothesis	3
1.6 Research Scope	4
1.6 Significance of Study	4
1.7 Operational Definition	5
1.8 Expected Result	5
CHAPTER 2 LITERATURE REVIEW	6
2.1 Introduction	6
2.2 Conflict	7
2.2.1 Source of Conflict	7
2.2.2 Solution of the Conflict	8
2.3 Team Management	11
2.4 Team Performance	13
2.5 Relationship between Conflict and Team Performance	15

2.6 Conclusion	16
CHAPTER 3 RESEARCH METHODOLOGY	17
3.1 Introduction	17
3.2 Research Objective	18
3.2 Research Questions	18
3.3 Research Design	19
3.4 Population and Sampling	19
3.5 Data Collection Technique	20
3.6 Design for the Questionnaires	20
3.7 Validity Pilot Study	23
CHAPTER 4 RESEARCH FINDING AND DATA ANALYSIS	24
4.1 Introduction	24
4.2 Normality Analysis	32
4.3 Reliability Analysis	37
4.4 Hypothesis Testing	40

4.4.1 Correlations between Task Conflict to the atmosphere in team performance.	42
4.4.2 Correlation on Relationship Conflict toward Atmosphere in Team Performance	44
4.4.3 Correlation on Process Conflict toward Atmosphere in Team Performance	46
CHAPTER 5 CONCLUSION AND RECOMMENDATION	48
5.1 Introduction	48
5.2 Conclusion	49
5.3 Limitation	49
5.3 Recommendation	50
6.0 REFERENCES	51
7.0 APPENDIX	54
7.1 Example of Sampling Size	54
7.2 Questionnaire	55
7.3 SPSS Output	59
7.4 Gantt Chart	68

LIST OF TABLES

Table No.	Title	Page
1.1	Operational Definition	5
3.1	Reliability Statistics For This Questionnaire	23
4.1	Gender of Respondent	25
4.2	Age of Respondents	27
4.3	Respondents Race	28
4.4	Team Department of Respondents	30
4.5	Tests of Normality	33
4.6	Reliability Statistics	38
4.7	Statistics	39
4.8	Pearson Correlation Coefficient	40
4.9	Correlations between Task conflict with Atmosphere of Team Performance	42
4.10	Summary of Hypothesis Test of Task Conflict	43
4.11	Correlations between Relationship conflict toward Atmosphere in Team Performance	44
4.12	Summary of Hypothesis Test of Relationship Conflict	45
4.13	Correlations on Process Conflict to Atmosphere in Team Performance	46
4.14	Summary of Hypothesis Test of Process Conflict	46

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LIST OF FIGURES

Figure No.	Title	Page
2.1	Framework from Oluremi B Ayoko & Victor J. Callan (2009)	10
2.2	Team Type and Corresponding Scope for Task Allocation or Social Observation By Iced (2011)	12
2.3	Proposed prescriptive model by Vijfeiken Herman (2004)	14
2.4	Framework for this research	16
2.5	Demographic Question	21
2.6	Questionnaire Part B	22
2.7	Questionnaire Part C	22
4.1	Gender of Respondents	26
4.2	Age of Respondents	27
4.3	Respondents Race	29
4.4	Team Department of Respondents	31
4.5	Normality Plot Graph for Task Conflict	34
4.6	Normality Plot Graph for Relationship Conflict	35
4.7	Normality Plot Graph for Process Conflict	36
4.8	Normality Plot Graph for Atmosphere of Team Performance.	37

CHAPTER 1

INTRODUCTION

1.1 BACKGROUND

Conflict is problem. Conflict may happen in individually, or by grouping activity. Conflict is like an avoiding to being a part of team and like to doing their own activities individually. So that, conflict management is in management team that will having a problem management team with difficulty in achieve of their goal.

The problem that may happen to the organization is lack of communication, changing of department, lack of resources or lack of knowledge in being a good leader. Because of the management team face with the problem, it will automatically involve the other employee. The whole organization will know that the management faces the problem if the management teams fail to lead. If the employee also having a personal conflict, like fail to communicated with management team because afraid their opinion will be rejected, it's automatically make their team performance are decrease too.

For other situation is like, they're not having any motivation in doing their job because the team management face with the conflict. They do the job by pressure. With the

pressure, lead affects the team to facing with a depression or stress. Based on Desivilya and Yagil, (2005); Medina et al., (2005), they said because of the leader perspective managing the subordinate will make a different types of conflict that will occur.

The conflict will occur based on their emotional reaction. Everybody is different and unique, so that, they have their own attitude that makes the most leaders hard to understand the situation that happens to the employees. The leader may lack of sensitivity to realize the emotional persons.

1.2 PROBLEM STATEMENT

Conflict among the team management will always happen to all people either in their school, universities life or even when they already work at the company. This can be identify as the conflict must happen and impossible there is no conflict faces in them during complete the project. The conflict it's self-shown that there is a problem and the team will be decide either the conflict can bring the positive side or the negative side which the project become more worst. In the other word, the conflict that most team faces is about the scheduling conflict, communication conflict, financial problem, lack of the resources and the other conflict that lead to their team performance. If the team management failed to solve the conflict the team performance will be give the bad impact to the company and the team itself. The team performance will give and show the world that the companies have the strong team that can lead and handle even the big conflict. So, this is proving that the team is having the high requirement to complete the task by giving the high performance.

This research will give so many questions that can lead the problem like, what the mostly conflict that the team face? When they face the conflict among the team management? Are there because of the personal problem or team problem or outside resources problem? And what the impact of the conflict that may they face in team toward the team performance? This question may lead me to bravely take the risk to identify which conflict that might be always the team faces it and are there have to big relationship among the conflict in team management to the team performance.

In the conclusion, the conflict that everyone face it will also face in the team management are they will impact to the team performance? That question needs me to study more about this topic.

1.3 RESEARCH OBJECTIVE

The research objectives of this study are:

1. To identify the conflict in team management.
2. To identify the relationship between conflict in team management toward team performance.

1.4 RESEARCH QUESTIONS

The research questions of this study are:

- What is the conflict faces in team management?
- What is the common type of conflicts that happened to team management?
- Is there a significant relationship between conflicts in team management to team performance?
- What is the best solution that the team in management faced off during conflict?

1.5 RESEARCH HYPOTHESIS

Research Hypothesis 1

H₀: There is no significant impact of task conflict in team management toward atmosphere in team performance.

H₁: There is have significant between task conflict in team management in atmosphere in team performance.

Research Hypothesis 2

H₀: There is no significant impact of relationship conflict in team management toward atmosphere in team performance.

H₁: There is have significant between relationship conflict in team management in atmosphere in team performance.

Research Hypothesis 3

H₀: There is no significant impact of process conflict in team management toward atmosphere in team performance.

H₁: There is have significant between process conflict in team management in atmosphere in team performance.

1.6 RESEARCH SCOPE

The scope of this research will be focusing on the conflict that the team management faced and relationship of the conflict in team management in companies which may impact their team performance. The research will focus on the companies that have team structure in Pahang. The industries can be identifying as construction companies at Kuantan, Pahang.

1.6 SIGNIFICANCE OF STUDY

Significant of the study is to become a reference for the Human Resources Department to help them to settle the conflict that might happen to the company. By looking at my research they will get to improve their productivity by reducing or make the less of the conflict that might be happen to the company. The finding on this subject is will focusing how to implement and solving the every kind of problem that might be happen in event management team. Then, the management team and the workers will get the benefit from this thesis as long as they understand and implement the solution that kind be helpful. If the management team reduce the conflict in the organization, the organization will have a perfectly condition in their workplace.

1.7 OPERATIONAL DEFINITION

Table 1.1: Operational Definition

Word	Definition
1. Conflict	<ul style="list-style-type: none"> • Conflict can be an action that is negative attitude that also lead to mental struggle for the result. (Merriam Webster) • Perceived incompatible differences that result in interference or opinion. (Robbins, 2003)
2. Team	<ul style="list-style-type: none"> • A group of people that combine together to doing a work by looking forward to achieve a same goal.
3. Management	<ul style="list-style-type: none"> • The person who will be made decision about any task given. • The process of coordinating work activities so that they are completed efficiency and effectively with and through other people. (Robbins, 2003)
4. Team Management	The people who doing a task given by grouping and joined together to made a decision to accomplish one target.
6. Impact	Strong effect to the something or someone.
5. Performance	The ability of someone to perform/ Their result after doing a work.

1.8 EXPECTED RESULT

For the result, I would like to ensure that the all management team will notice the problem and make the quickly help and settle the problem that might be occurs from the management team itself. Besides that, the productivity will increase after the management notice their fault and reduce the negative impact that might be occurring to the employees.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This research will study about the conflict that possibility of the construction companies face and the relationship of conflict in team management that will effect to the team performance. In literature review, this research will provide and study about what the entire older researchers that have doing a research that related with my topic. In literature reviewed, firstly, would study more about the conflict in the industry might be happen among the team management, second is about the effect of the conflict to the team performance. After that, would study the older researcher about solution for the conflict that related to the relationship between team management and team performance.

Then, this research would do about the effect that faces in team management to the ream performance based on type of conflict. Lastly would prefer the best strategies that the older researcher have been doing to helping and solve the conflict among team management to improve team performance. We already know that the probability those conflicts that face to the team management will highly effect to the team performance. Once the conflict can't be settling, automatically affect the team performance. With this

literature reviewed I can do a research methodology after understand about this topic that can I conclude the team performance as a dependent variable and conflict in team management as independent variable.

2.2 CONFLICT

2.2.1 Source of Conflict

Conflict can be identify as a problem that happen in every project and every project must face with the conflict and need to be solve. Conflict can be happen because of the difference of the ideas and knowledge make the team face with the disagree of their opinion and make the chaos in the team. Because of that, the team will face with the unfriendly relationship among the team. This statement is according of Yoep Hussin Bidin (2009). He also said that the conflict might be happen to the team because of the leadership management. They did not give the suitable job with their position and also give too much work to some people. This might be happen because of their discrimination among the team. The leader of the team will give the easy task to the people he like, and hard one will pass to the team who refuse their ideas. The irresponsible of the leader of the team will make the some people of the team face with the duplication of their work. This activity can make the conflict and the harmonies of the relationship among the team will be gone.

Besides that, the conflict might be happen to the team because of the interpersonal problem. According to Jeffery Whitfield (2012), the real cause of the conflict can be five cause which is misunderstanding, sensitivity, values, interest, and people. Interpersonal conflict might be happen when he or she did not like someone in the team and make the

rumors to all the team hate he or she to, this might be the team having a faction in the team. According him, the interpersonal conflict may give an influence to make the team more chaos and face with the conflict. The project that require the team will be face with misunderstanding, sensitive emotion, reduces the values among the team like respect each other, and the interest to complete the task will be loss.

2.2.2 Solution of the Conflict

To solve the conflict required top management and the subordinate to together solve the conflict. Firstly the conflict in team can be solve by the meeting or discussing together to get the news ideas and solution for every conflict that happen in some project. According Yoep Hussin Bidin (2009), the meeting or discussing in the team will easier to complete the job because the conflict will be discussing in more detail. Besides that, in one team, there so many differences of their background and their own specialty and knowledge, so, it might be helpful in solving the conflict because more ideas will the team will get.

Other than that, this meeting and discussing will require lot of the two ways of the communication. To solving the conflict in organization always required the communication. According George H Ross (2006), that, the negotiations is not limited to the verbal communication, it also involves non-verbal communication. For example, the person who will only give their apologies via email to their boss is also can be as negotiation non-verbal communication. Following Roy J. Lewicki, David M. Saunders, and Bruce Barry (2011), said that, communication will related to the emotional factor and need to avoid being more wrong language in communication. Besides that, following PMBOK

5th Edition, the communication planning is important to play roles and will help in reduce amount of the conflict.

Negotiation is a part of technique of discussion that involve between two people or two parties to achieve an agreement. According Roy J. Lewicki, David M. Saunders, and Bruce Barry (2011), negotiation is a form of decision making in which two or more parties talk with one another in an effort to resolve their opposing interest.

Besides that, the conflict can be solving by making the changes. The top management or the leader of the team can be brave to make the changes 100% among the team. The changes may cause the high risk but sometimes the risk can be helpful to make the project successfully. To solve the conflict among the teams to get a quality team performance are start form manager or leadership techniques. According the Michael West (2004), he said that the principle to effectiveness is relevant to all team managers. The leadership means the persons who will give an advice, giving a task that can be a role model to the team. According McCann & Pigeau, (2000); Weick, (1993), the leader are the persons who will be direct the member and shapes the team members' that will influences the member task behavior, mediates resources and information flow given by the organization.

There variety of the characteristics of the leadership. Following the Hersey and Blanchard (1982, 1993); Benson (2003), the style of the leadership will be determine by their personality in making a decision making. They said that the leadership can be identifying by looking at the aspect like their framework, knowledge, personal goal and organizational goal. Oluremi B Ayoko & Victor J. Callan (2009); also said that, the team's

reaction also based on the leadership behavior to get the outcomes. Shown as the below figure.

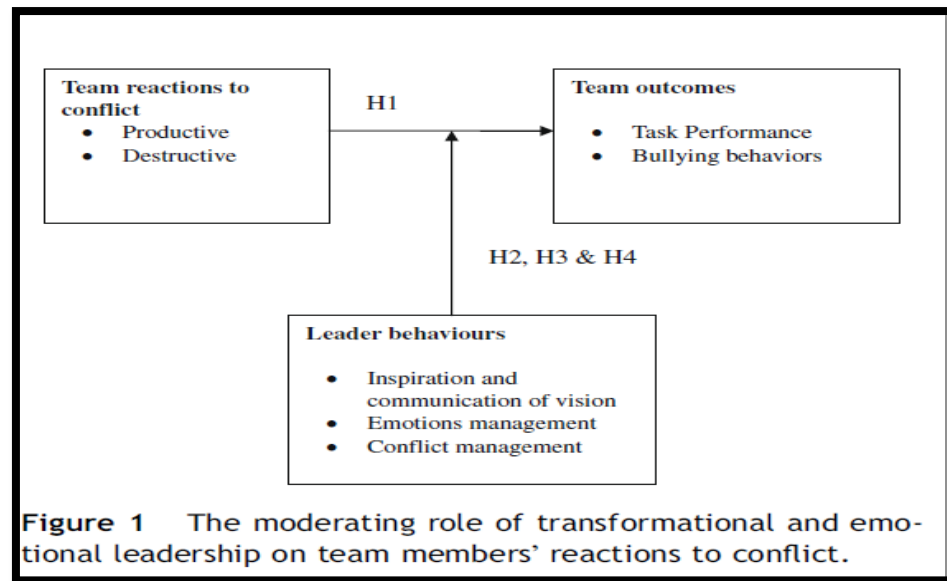


Figure 2.1: Framework from Oluremi B Ayoko & Victor J. Callan (2009)

Furthermore, the techniques that the leadership can be used to solve the conflict are by using a various technique that suitable for the problem. For examples, by facing the complicated task given and the team management did not understand their roles to perform. So, the manager or the team leader can create the work breakdown structure (WBS) for making the task is clearer.

Otherwise, the balance scorecard technique also can be implementing by the team leader to organize well the team member. Besides that, according Paul R Niven (2002) said, team performance will be increase to maximize and helpful in maintain the result by using

a Balance Score Card techniques. Following him, the balance scorecard will give a two key to successes.

In addition, some of the conflict that the team faces will be become worse and no solution more for the solving the conflict, so, the last choice the top management can hire the consultancy.

2.3 TEAM MANAGEMENT

Teams are everywhere that can be like the grouping of the student, or the team that can comes from the company whose decide to divide the task given by team and others opinion that can related to the team. This is showed that the team is very important in every industry or department in the world or even in our daily life to settle the project work. Like Glenn M Parker (2008) said, that teams have an important place in our professional and personal lives. He said also, not every team have a best group ever or being an effective team. Team Management will be same like teamwork in doing a same goal to achieve.

Teams are also can be define as the team members that will be assign a task given just to achieve a same goal. According to PMBOK fifth edition (2013), the team is individuals from the different groups with the specific knowledge and skill to set up the work of the project. With the PMBOK fifth editions also, the team's management also will be verified based on the organizational structure based on the scope of the company. This prove that the teams management are the group of members that doing a same task with having their own ability to settle the task.

Besides that, team can be have a variety type of team in organization such team structure, matrix structure, and project structure, but, for this research only focusing on team structure. So that, the team structure can be defined as organizations that have responsibilities and their own roles in a member of project team in certain task. With strong team structure will help to be more specific individual task within the team. It's also helped to reduce and eliminated the conflict among the teams. According International Conference on Engineering Design, (2011), there three type of team that can be differentiated which is flats teams, distributed flats teams, and functional teams had been implemented by defining the task allocation and social observation conditions. Below figure that team structure allocated.

Table 2. Team types and corresponding scope for task allocation or social observation

Team type	Task allocation	Scope of observation
Flat teams	Any member of the team	Any member of the team
Distributed flat teams	Any member of the team	Only members of the social group
Functional teams	Only members of the task group	Only members of the task group

Figure 1.2: Team Type and Corresponding Scope for Task Allocation or Social Observation by Iced (2011)

From above figure showed that, flat teams, distributed flats teams and functional teams have their difference scope and task. Besides that, following Pearson Education, Inc. (2011), team structure is a structure in entire organization is made up of work groups or teams. The team structures also have their own advantages and disadvantages. For advantages are the employees will be more involve and empowered. This may reduce

barriers among functional areas. But, the disadvantages for team structure could happen because on team structure may not have clear chain of command and this make the team will be face with the conflict, and pressure to give best performance.

2.4 TEAM PERFORMANCE

Team performance are the team that will together to give a benefit to the organization by give the best quality of their performance. According Antonio Callea et al (2013), performance can be categorized by the result that comes out from the team work and also will be as a prove that the organization performance and lead to making improvement. Following the Antonio again, said that team performance can be measures by several aspect of team work like team tasks, processes, effectiveness, innovation, member satisfaction, attachments and organizational contexts.

Following the Vijeiken Herman (2004), his articles said that, the performance need to be paid base on their achievement. The team will be paid base their performance goals. More paid like giving a team bonuses or reward to act as motivation to them to increase their performance as shown like the framework by Vijeiken Herman proposed of perspective model below.

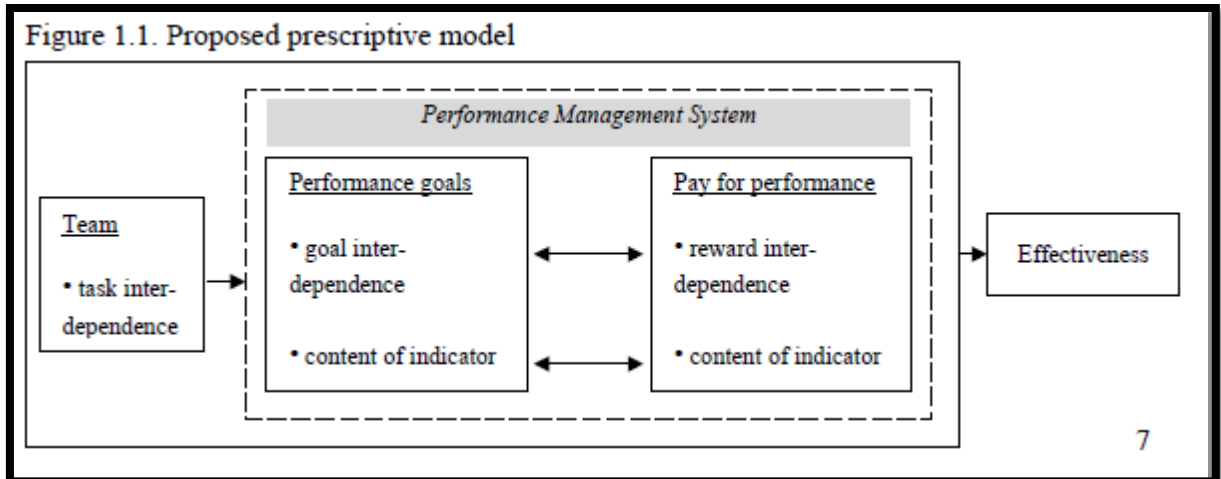


Figure 2.2 : Proposed prescriptive model by Vijeiken Herman (2004)

So, to manage the team to be effective will need a fully motivation like pay for performance. The motivation need is important to increase the team performance. There are many ways to improve team performance such like doing the performance evaluation. A manager can evaluate the employees by making an evaluation performance form. According David Orr, (1993) said that productivity measurement will support the accountability of the organization and also helpful to give an opportunities to the employee and manager to improve the performance in individually, team or organization.

The productivity or performance can be evaluated based on their outcomes or the amount of the output. Following David Orr again, there two type of reward performance that can be given to them. First is an Individual monetary reward which is the reward that given based on individual performance. Seconds will be group monetary rewards will be as rewarding based on group team performance. The group monetary reward will be given to make them to improves the team performance and be more focusing to team goal. If the

performance were good and show the team are effective and successful team, so, they worth to give a reward even a small reward.

2.5 RELATIONSHIP BETWEEN CONFLICT AND TEAM PERFORMANCE

Roy J. Lewicki, David M. Saunders, and Bruce Barry (2011) suggested that the team performance need to give a high performing to settle the conflict among the team management. This proves that team performance will helpful the organization to solve the conflict. They also said that, the effective group that participate will deal with conflict can create a multiple strategies to the team member to perform their work.

Besides that, the difference of level of conflict may face with the several of the team reactions. The outcomes based on the type of conflict. Oluremi B Ayoko & Victor J. Callan (2009) that various outcomes for the conflict in teams will effects of conflict types and features on team outcomes. Dean Tjosvold (2006), also agrees that the conflict will give a benefit to the people to be more effectiveness because not all of the conflict may destructive to the performance. Following him again, if the conflict can be managed in perfectly, people will understand the problem, creative in create solutions, and also have a strong relationship between team.

The leader is a person who will lead the team will react as or play the important role to reduce the conflict among the team member. Following Kotlyar, Karakowsky, and Peggy Ng (2011), leader behavior and commitment among the team member will help to solve the conflict and have a solution in every problem. They can get a good of decision making if have a trust, honors, excellent attitude and behavior, and also passion to their work.
