

**A STUDY ON DECISION MAKING CONFLICT
IN MANUFACTURING INDUSTRY**

SITI NURSYAFIKA BINTI OTHMAN

**DEGREE OF INDUSTRIAL TECHNOLOGY
MANAGEMENT WITH HONS.
UNIVERSITI MALAYSIA PAHANG**

A STUDY ON DECISION MAKING CONFLICT IN MANUFACTURING
INDUSTRY

SITI NURSYAFIKA BINTI OTHMAN

Report submitted in fulfilment of the requirements for the award of the Degree of
Industrial Technology Management with Hons.

Faculty of Technology
UNIVERSITI MALAYSIA PAHANG

JANUARY 2014

SUPERVISOR DECLARATION

I hereby declare that I have checked this project and in my opinion, this project is adequate in term of scope and quality for the award of the degree of Bachelor in Industrial Technology Management with honors.

Signature :
Name of Supervisor : DR. SHAHRYAR SOROOSHIAN
Position : LECTURE
Date : 09.01.2014

STUDENT DECLARATION

I hereby declare that the work in this project is my own except for quotations and summaries which have been duly acknowledged. The project has not been accepted for any degree and is not concurrently submitted for award of other degree.

Signature	:	
Name	:	SITI NURSYAFIKA BINTI OTHMAN
ID Number	:	PC10059
Date	:	09.01.2014

DEDICATION

This thesis is specifically dedicated to my beloved family who always give me a strength, strong motivation and courage. Their love, patience, support and understanding have lightened up my spirit to finish this study and this final year project. Big appreciation to all my lecture that give me knowledge, supports and guidance on fulfilling this project. This thesis would also be incomplete without support given by my friend. Thanks for their patience cooperation on knowledge sharing.

ACKNOWLEDGEMENTS

To complete this study and holding a Bachelor Degree of Industrial Technology Management with hons. at University Malaysia Pahang that represent significant achievement in my life, many generous and inspiring peoples who deserve my gratitude have provides a supports and their guidance. Without their counsel and contribution, my journey would completely be in difficulties and less rewarding.

- All praise belongs to God Almighty. I am grateful for HIS shepherding me through this project and on my life journey. Thank you.
- To my Dad, Mom, Brother and Sister. Your love, support and prayer are valuable and always shining through all my life. I feel grateful to all of you for always being here with me. Thank you for pushing me to reach out of the stars and to chase my dreams.
- To both of my supervisors, Mr. Wan Khairul Anuar Bin Wan Abd Manan and Mr. Dr. Shahryar Sorooshian, I am also greatly indebted to his assistance and guidance in preparing the whole project. Also patience and spent time in discussing, editing guiding during the write up of the study. Thank for everything.
- To all my friends. As my colleague family, you provide me a support, idea, share knowledge and always being patient with me along completing this study. Thanks for your friendship and you are always in my mind.
- To all respondents that sharing the information and helping me to complete this study. Thanks for your help.

ABSTRACT

Each person often faces a decision making situations. Decision making is part of life and become our importance life factors. It is not an easy matters instead we should consider the cause and effect from some decisions. In the organization, the decision must to confirmation from all parties. This is because the decision taken will ensure the achievement of the organization. During in process to make decision, conflict will occur. The objective of this study are about to focus on the causes of decision making conflict within the organization and to investigate the relationship between causes of conflict with decision making. Some method was used to solve the problem. The result from the analysis has shown to fulfill the objective of the study. Conflict is interaction processes that occur when there is incompatibility between two opinions exist. Making decision can take a long time during the conflict.

ABSTRAK

Membuat keputusan merupakan perkara yang sering dilakukan manusia. Ia sebahagian daripada aktiviti kehidupan kerana setiap perkara yang dilakukan perlu untuk membuat keputusan. Untuk membuat keputusan ia bukan sesuatu yang mudah untuk dilakukan. Ia perlu mengambil kira kesan yang akan berlaku terhadap keputusan yang diambil. Terutamanya dalam organisasi, keputusan yang dibuat perlu mendapatkan persetujuan dari semua pihak. Hal ini kerana keputusan yang diambil akan menentukan pencapaian organisasi tersebut. Ketika dalam proses membuat keputusan konflik akan berlaku. Objektif kajian ini khususnya memberi tumpuan kepada punca yang menyebabkan berlakunya konflik membuat keputusan dan mengenalpasti hubungan antara punca konflik dengan membuat keputusan. Menggunakan beberapa method untuk menyelesaikan masalah tersebut. Keputusan yang diperolehi mencapai objektif kajian. Konflik adalah satu proses interaksi yang terjadi akibat adanya ketidaksefahaman antara dua pendapat. Dalam keadaan konflik, ketidakpastian keputusan yang dibuat akan menyebabkan proses membuat keputusan mengambil masa yang lama.

TABLE OF CONTENT

SUPERVISOR DECLARATION	ii
STUDENT DECLARATION	iii
DEDICATION	iv
ACKNOWLEDGEMENTS	v
ABSTRACT	vi
ABSTRAK	vii
 CHAPTER 1 INTRODUCTION	
 1.1 INTRODUCTION	1
1.2 BACKGROUND OF STUDY	2
1.3 STATEMENT OF PROBLEM	3
1.4 OBJECTIVE OF STUDY	3
1.5 RESEARCH QUESTION	3
1.6 SCOPE OF STUDY	4
1.7 RESEARCH LIMITATION	4
1.8 SIGNIFICANT OF STUDY	4
1.9 OPERATIONAL DEFINITION	4
1.9.1 Conflict	5
1.9.2 Decision Making	5
1.10 RESEARCH FRAMEWORK	6

1.11	EXPECTED RESULT	7
------	-----------------	---

CHAPTER 2 LITERATURE REVIEW

2.1	CONFLICT IN DECISION MAKING	9
2.2	CAUSE OF DECISION MAKING CONFLICT	12
2.2.1	Opinion Among Officer Or Representative.	14
2.2.1.1	Divergence Theory (Different Opinion)	14
2.2.1.2	Confirmation Biased	15
2.2.2	Many Authorities	16
2.2.2.1	More Managers In One Unit	16
2.2.3	Goals Of Different Department	17
2.2.3.1	Problem In Dependence Of The Tasks	18
2.2.3.2	Pseudo Conflict – Misunderstanding Each Other	19
2.2.4	Information On Particular Issues	20
2.2.4.1	Deficiency Of Information	20
2.2.4.2	Time Or Speed Of Decision Making	21

CHAPTER 3 METHODOLOGY

3.1	INTRODUCTION	22
3.2	RESEARCH METHODS	22
3.3	DATA COLLECTION METHOD	23

3.3.1	Primary Data	23
3.4	RESEARCH INSTRUMENT	23
3.5	QUESTIONNAIRE CONSTRUCTION	24
3.5.1	Nominal Data	24
3.5.2	Likert Scale	24
3.6	POPULATION AND SAMPLING	24
3.6.1	Sampling Technique	24
3.6.2	Population	25
3.6.3	Sample Size	25
3.7	DATA ANALYSIS METHOD	27
3.7.1	Demographic Frequency	27
3.7.2	Descriptive Analysis	27
3.7.3	Normality Test	27
3.7.4	Pearson's Correlation Coefficient, (r)	28
3.8	PILOT TEST	28
3.8.1	Reliability Test	28

CHAPTER 4 DATA ANALYSIS

4.1	INTRODUCTION	30
4.2	DEMOGRAPHIC FREQUENCY	30
4.2.1	Educational Level	31
4.2.2	Length Of Services In The Organization	32
4.2.3	Level hierarchy	33

4.3	DISCRIPTIVE ANALYSIS	36
4.3.1.	Opinion Among Officer Or Representative	36
4.3.2.	Many Authorities In One Unit	37
4.3.3.	Goal Of Different Department	37
4.3.4.	Information On Particular Issues	38
4.3.5	Discussion	38
4.4	NORMALITY TEST	40
4.5	PEARSON CORRELATION ANALYSIS	44
4.6	DISCUSSION	46

CHAPTER 5 CONCLUSION

5.1	INTRODUCTION	47
5.2	CONCLUSION	48
5.3	LIMITATION	48
5.4	SIGNIFICANT OF THIS STUDY	49
5.5	RECOMMENDATION	49

REFERENCES	51
-------------------	----

APPENDICES A

QUANTITATIVE QUESTIONNAIRE	58
----------------------------	----

APPENDICES B**GANTT CHART**

1. Final Year Project 1 62

2. Final Year Project 1 And 2 63

APPENDICES C

1. REABILITY TEST 64

2. MULTIPLE REGRESSION ANALYSIS 65

LIST OF TABLE

Table No.	Page
Table 3.1: Table for Determining Sample Size from a Given Population	26
Table 3.2: Rule of thumb of Pearson's Correlation	28
Table 3.3: Rule of thumb for Cronbach's Alpha	29
Table 4.1: Educational Level	31
Table 4.2: Length Of Service In The Organization	32
Table 4.3: Level Hierarchy	33
Table 4.4: Summary Of The Demographic Analysis	35
Table 4.5: Descriptive statistics of opinion among officer or representative	36
Table 4.6: Descriptive statistics of many authorities in one unit	37
Table 4.7: Descriptive statistics of goal of different department	37
Table 4.8: Descriptive statistics of information on particular issues	38
Table 4.9: Descriptive statistic average mean value and rank	38
Table 4.10: Test of Normality	40
Table 4.11: Correlations between variable	44

LIST OF FIGURE

Figure No.	Page
Figure 1.1: Dependent Variable and Independent Variable	7
Figure 4.1: Educational Level	31
Figure 4.2: Length Of Service In The Organization	32
Figure 4.3: Level Hierarchy	34
Figure 4.4: Average Mean Value of cause of decision making conflict	39
Figure 4.5: Opinion Among Officer Or Representative	41
Figure 4.6: Many Authorities In One Unit	41
Figure 4.7: Goals Of Different Department	42
Figure 4.8: Iformation On Particular Issues	42
Figure 4.9: Decision Making Conflict	43

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

In an organization, there are many conflicts that are often issued among researchers and practitioners. Until nowadays, the problem regarding the decision making always been issued as it is an important part of management to be organized and it become the crucial choice to be discussed. The way to address the issues and how to solve the problem is always effect the organization's achievement. According to Fisher's (1970), decision emergences consist of the feature of the second phase of the conflict. Conflict occurs when they start to disagree and to polarize to those support or those who oppose about the idea, proposal, opinion, information and other.

Decision making is playing an in important role for the success of organization. The important thing is that the decision must be taken on all sides from group worker, department and organization. Decision are depending on the efficiency of making an option through different alternatives through the decision making process. The process of making a decision always creating a conflict, and cause many different ideas and may be different views. In simple meaning, conflict can also be the difference ideas between different parties.

To organizational behaviour and management can be examined according to the level of decision making process. The using of independent and dependent approach in this study can easily identify the cause of decision making conflict. Different requirement, opinion, goals and concept are causes of decision making conflict. That is

independently due to cause of decision making conflict (dependent). In an organization, conflict can lead to improve organizational performance and to achieve the goals.

Amason, Thompson, Hochwarter and Harrison et al. (1995) conclude that the conflict is the key to unlock the conundrum. Conflict does not always come either from the positive decision or negative decision. It came from any situation, whether from disagreement over a decision or change in a decision, or it can come from failure to make the right decision. In conclusion, all those things will affect to another things.

1.2 BACKGROUND OF STUDY

As we all know, in this era of globalization, most of people are tend to working in the organization whether in the government sector or in the private sector. Working in a group which comprise of various cultural, gender and religion has become a working culture and daily activities within the organization. This diversity actually can cause the decision making's conflict within the management. Whether they are leaders that led the team, or workers, the chances of the disagreement on decision is always there. Although there are approaches that have been proposed and proven, the differences on opinion or idea is inevitable, and the conflict may occur.

Conflict in decision making is a part of life and is not such a bad thing. Conflict can help the organization to identify the problem or potential problem that must be corrected to improve the management efficiency. The conflict in decision making is necessary for the achievement of organizational objectives and goals. Conflict will occur when each of the employees will efficiently participate on the decision making process. The discussion or debate between employees may important to make decision regarding the best idea.

1.3 STATEMENT OF PROBLEM

This research aims to study on decision making conflict in manufacturing industry. Focus on the study are to know the main causes of the decision making conflict. The cause is independent variable. Whereas decision making conflict is dependent variable. Each variable has a relationship between each other. Dependent are depends on independent.

Every conflict that occurs in the organization cannot be denied, whether the decision given is either positive or negative. Making different opinions are common method that practiced in an organization nowadays to solve some issue. Getting a final decision often sees as a part of organization problem. When employee from different background wants to make a decision together, they are expected to face a problem of disagreement in decision making. This is because the decision to produce a product must get approval from several responsible individual. Too many ideas and opinion in decision making will cause the conflict to occur. Human are often burdened with a life question in which needed to be answered and to make a decision. Making the decision is the ability of mind to choose the best opinion from several alternatives to achieve the goals or objective needed.

1.4 OBJECTIVE OF STUDY

This study focus on the decision making conflict in manufacturing industry. These parts develop a framework and guideline according to two objectives. The objectives of the study are:

- a) To identify the main cause of conflict in decision making within the organization.
By knowing the conflict occur, this study to identify the cause of the decision making conflict occur and how the conflict happen.
- b) To investigate relationship between cause of conflict with decision making.
By knowing the cause of conflict in decision making have correlation or not with decision making conflict.

1.5 RESEARCH QUESTION

- a) What are the causes of the decision making conflict exist in the manufacturing industry?

1.6 SCOPE OF STUDY

The scope of this study is the decision making conflict faced by worker in the organization. Overall respondents obtain through the employee from the manufacturing sector.

1.7 RESEARCH LIMITATION

To get information from respondents, the questionnaires were distributed to several workers in manufacturing industries. Questionnaire were given to the respondent who works in the manufacturing department only and conducted in an industrial area at Muar

1.8 SIGNIFICANT OF STUDY

The analysis result from the information obtained through this study will allow us to get the fact of this research. From that information, further studies can be discussed and conducted in the future.

1.9 OPERATIONAL DEFINITION

This part is defining the statement that explains the meaning of the term (a word, phrase, or other set of symbols) about this title research. For each meaning have many different definitions and multiple meaning.

1.9.1 Conflict

As an introduction to industrial or organizational psychology (Group process in work organization, pp. 320), conflict can be described as a competitiveness of individual workers or work group that become exposed. Gray and Starke (1984) conclude that the conflict is a behaviour of a person or group that is purposely designed to inhibit the attainment of goals by another person or group worker. Different view was expressed by Tjosvold (1998, pp. 320) state that the key elements in the definition of conflict are the incompatible goals of the conflicting parties.

Conflict is the disagreement or a fight between two parties that show hostility and/or intentionally interfere with other parties (Wexley and Yulk 1988:229). According to Winardi (1994:1) conflict is the availability of different opinion or disagreement between people, group worker or organization. Stoner and Wankel (1988) conclude that the conflict means the different opinion between two or more members or group within an organization that emerge from the fact that they should divide the scarce resource or work activities or the fact that they have status, purpose, value or different view.

1.9.2 Decision Making

Decision making can be classified as a process of selecting a logical idea from the available or multiple choices. It is playing the biggest role to determine the successful journey of the organization with an effective management. The decision can be defined as a part of action purposely selected from a set alternative to improve the organization goals or achieve the objective they need.

According to Wikipedia, the definition of the decision making in the Latin language (*decidere* “to decide determine”, literally “to cut off”, from de- “off” and *caedere* “to cut”) can be regarded as the mental processes (cognitive process) resulting in the selection of a course of action among several alternative scenarios. Each decision making process can produce a final selection. The output or idea can be an action or an option of choice.

According to the Oxford Dictionary, the definition of decision making is the action or important process of decision making. The systems that encourage to worker participate in corporate decision making.

Information from the book essentials of contemporary management (pp. 159), the definition of decision making is the process by which manager responds to an opportunities and treat by analyzing option and making determinations about specific organizational goals and courses of action. The best decision in the selection with appropriate goals and course of action will increase the organizational performance, while bad decision will decrease the performance.

1.10 RESEARCH FRAMEWORK

Theoretical frameworks related to an idea provide a guideline to the research project. The idea can make an easy way to achieve the objectives of the study. Two variables were used for the theoretical frameworks which are dependent and independent variable that is related to each others.

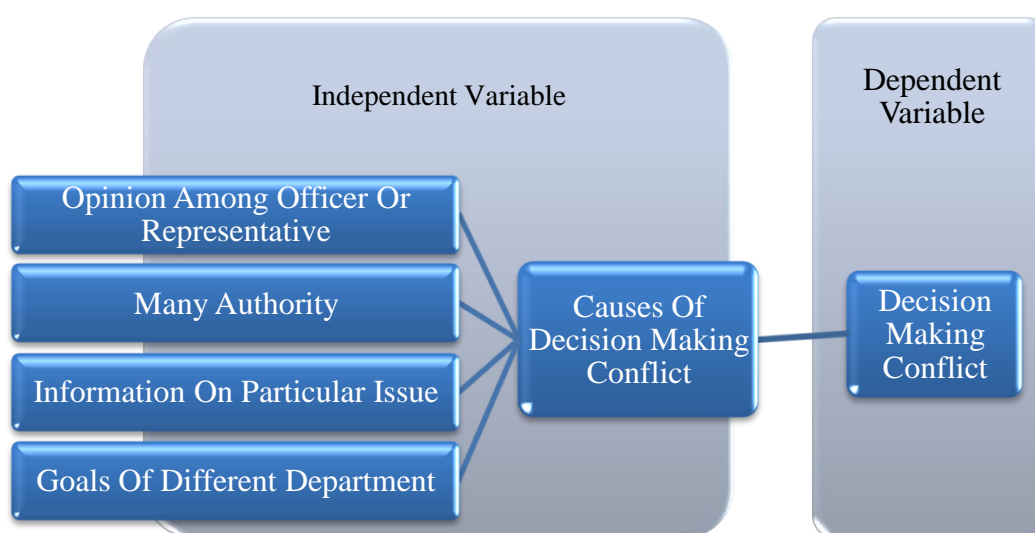
These variables show the relationship between independent variable and dependent variable. The independent variable is a variable that is varied or manipulated and the presumed cause. While the dependent variable is the response that can be measured or that is the presume effect.

The main purpose of this study was to identify the cause of decision making conflict in the manufacturing sector. Hence, the independence of this study is about the cause of the decision making conflict. The study shows four independents that related on dependencies, which are:

- i. Opinion among officer or representative
- ii. Many authorities
- iii. Information on particular issue
- iv. Goals of different department

The dependent variable gives more focus on the conflict of the decision making. The dependent variable is the thinner that affected by something (independent variable). Without independent, dependent will not be available. Dependent variables depend on independent. An interesting view was expressed by Walton and Dutton (1969) common; the greater the interdependence of work activities, the potential for conflict occur is greater.

Figure 1.1: Dependent Variable and Independent Variable



1.11 EXPECTED RESULT

Based on the objective of the study, there are some factors that cause conflicts within the organization. Decision making is part of daily activities. Conflict will occur while the decision making is in the process or discussed. These things normally done in a group, which they need the consensus by all parties to take right path and choosing the best decision.

Different opinion can affect the decision making process. Instead of bringing a positive impact, lots of ideas will cause of conflict on the process of making the decision. In getting the best result, the agreement by all members or group must be

obtained. An agreement is hard to achieved while the presented idea is varies. Conflict can also be occurred with the availability of many authorities. It is impossible for the workers to follow the different instruction by different managers at the same. Moreover the information obtains are too little, it's difficult to worker to continue the task. Due to difference department, process to make decisions can become more complicated. Each department has a different opinion and job specifications, hence what they think are based on the task they are doing. If the agreement from all departments is required, the decision can't simply and quickly obtain. Each cause of conflicts is closely related to decision making.

CHAPTER 2

LITERATURE REVIEW

2.1 CONFLICT IN DECISION MAKING

Although the conflict has claimed in psychological approaches to making an early decision (Lewin, 1931/1964), there are no generally accepted measure of the strength of the conflict has been establish (Tversky and Shafir, 1992).

Every experience shows that decision making is often accompanied by conflict. According to Adele Diederich (2003) conflict can be resolved by making a choice between alternative. Several approaches that invoke conflict situation in the analysis of decision making have been proposed (e.g., Busemeyer and Townsend, 1993; Coombs and Avrunin, 1988; Diederich, 1997; Hull, 1932; Janis and Mann, 1977; Lewin 1931/1964; Meller, Schwartz, Ho and Ritov, 1997; Miller, 1994; Townsend and Busemeyer, 1989), but according to Tversky and Shafir (1992) there was no standard definition of conflict nor a generally accepted procedure for measuring conflict. Assume that the decision making in conflict situation is more difficult than there is no conflict situation, they suggest postponing the decision as an indicator of conflict. It takes longer to reach decision avoidance in avoidance-avoidance conflict situation than in the approach-approach conflict situation (e.g., Berlyne, 1957; Bockenholt, Albert, Aschenbrenner, and Schmolhofer, 1991; Busemeyer, 1985; Dashiell, 1937; Houston, Sherman, and Baker, 1991; Jasin and Mann, 1977; Luce, Bettman, And Payne, 1997).

It can come from dissension over the decision turn out to be good, and it also can come from the failure of making timely decision or it can also be both. Where did it come, conflict is often tied to the decision making process, and it is an important part of

doing business. Without conflict, the business will not always get the extra incentive they need to move to another street or start taking the company in a new direction. According to article Amason and Schweiger (1994) although the conflict is essential for effective strategic decision making, it's also dangerous thing which can destroy a team effort to share information and to obtain consensus.

A conflict situation becomes a positive source of making decision and it's not always give in negative effect for the group. According to Pondy (1967:320) conflict is not necessarily good or bad. That means the conflict can become a source or learning in the group of organization management. Conflict is not always effect negatively, but it also can provide teaching and goods that come due to the occurrence of a debate between the different parties. It can provide the way to prevent recurring conflict in the future and the conflict can be resolved if it happen again.

However conflicts in team works are not necessarily destructive. It can lead to news idea and approach to organizational processes, and increased interest in dealing with the problem. According to Bowditch and Buono (1997), conflict can come with two situations, negative and positive. Conflict in positive situation can be considered like as it facilities the surfacing of important issues and provides opportunities for people to develop their communication and interpersonal skill. Conflict becomes a negative situation when it is left to escalate to the point where people begin to feel defeated and a combative climate of distrust and suspicion develops.

According to Nelson (1995), there are several negative conflicts that can destroy a team quickly and often arises:

- i. Administration Procedure: If the team does not have enough resources to do the job, it is inevitable that some will carry too heavy load. Resentment, often unexpressed, may build, so it is crucial that team leaders ensure adequate resources.
- ii. People resources: If the team does not have enough resources to do the job, it is inevitable that some will carry too heavy load. Resentment,

often unexpressed, may build, so it is crucial for the team leaders to ensure adequate resources

- iii. Cost Overruns: Often inevitable, cost overrun becomes a problem when proper measures are not taken. The whole team should know early on when the cost becomes problematic so additional funding can be sought by the team. This way the problem can be resolved before it grows into a problem for management.
- iv. Schedules: The schedule is highly consequential to the team's project and should be highly visible. All members should be willing to work together to help each other meet their deadlines.
- v. Responsibilities: each team member must know what areas are assigned and who is accountable for them.
- vi. Wish List: Stick to the project at hand and avoid being sidetracked into trying to fit another thing into it. Wait and do the other thing you would like to do after successful completion of the original project.

Team members can and should attempt to avoid negative conflict from occurring. By given an attention for the potential of negative conflict, the necessary step must be taken to ensure good planning.

An interesting view was expressed by Cosier and Dalton (1990, pp. 324) that other performance related positive outcome of conflict happen when conflict improve the quality of decisions. Each employee brings some impact into the decision making process that leads to conflict, because each employee must consider a wide range of opposing views and idea. Conflict can occur when the employee or member try to be heard and push for what he or she thinks's right.

Conflict can increase the productivity through the decision making in more receptive to new opinion increase the range of alternative considered, improving the evaluation of this alternative (Kuhn and Poole 2000; Parayitam and Dooley 2009; Schwenk 1990) and make various ideas into a single decision (Schweiger and Sandberg 1989).

According to Amason (1996), this kind of conflict emphasizes personal incompatibilities or disputes and tends to be emotional. That also argue by Eisenhardt et al. (1997), empathize interpersonal problem, which may evolve into anger toward the other decision makers. Laios and Tzetzis (2005) state that conflict negatively affect individual and team performance. Amason (1996) give some hypothesis regarding the decision maker which who experience in higher levels of affective conflict will produce lower quality decision, have a lower level of understanding of their decision and have a lower level of commitment and affective acceptance to their decisions. Elbanna (2006) conclude that in addition to the possible impact of decision quality on firm performance and that expect the effective conflict will lead to negative effects on firm performance.

2.2 CAUSE OF DECISION MAKING CONFLICT

According to Kirchoff and Adams (1982), there are four distinct conflict conditions, such as high stress environments, ambiguous role and responsibilities, multiple boss situation and prevalence of advanced technology.

Filley (1975) identified nine main conditions which could initiate a conflict situation in an organization. These are:

- i. Ambiguous jurisdiction, which occur when two individuals have responsibilities which are interdependent but whose work boundaries and role definitions are not clearly specified.
- ii. Goal incompatibility and conflict of interest refer to accomplishment of different but mutually conflict goals by two individual working together in an organization. Obstruction in accomplishing goals and lack of clarity on how doing a job may initiate conflict. Barriers to goal accomplishment arise when goal attainment by an individual or group is seen as preventing another party achieving their goals.
- iii. Communication barriers, as difficulties in communication can cause misunderstanding, which can then create conflict situations.
- iv. Dependence on one party by another group individual

- v. Differentiation in an organization, where, within an organization, sub-unit is made responsible for different, specialized tasks. This creates separation and introduces differentiation. Conflict situation could arise when an action of sub-unit are not properly coordinated and integrated.
- vi. Association of the parties and specialization. When individuals specialized in different areas work in a group, they may disagree amongst themselves because they have different goals, views and methodologies owing to their various backgrounds, training and experiences.
- vii. Behavior regulation. An organization has to have firm regulation of individual behavior to ensure protection and safety. Individuals may perceive these regulations differently, which can cause conflict and negatively affect output.
- viii. Unresolved prior conflicts which remain unsettled over time create anxiety and stress, which can further intensify existing conflicts. A manager's most important function is to avoid potential harmful result of conflict by regulating and directing it into areas beneficial for the organization.

According to Kirchoff and Adams (1982), conflict is defined as a disagreement between individuals. It can vary from a mild disagreement to a win or lose, emotion packed, confrontation. Kirchoff and Adams (1982), state there are two theories of conflict management:

- i. The traditional theory is based on the assumption that conflicts are bad, are caused by trouble makers and should be subdued.
- ii. Contemporary theory recognizes that conflict between human beings is unavoidable. They emerge as a natural result of change and can benefit to the organization, if managed efficiently. Their current theory considers innovation as a mechanism for bringing together various ideas and viewpoint into a new and different fusion. An atmosphere of tension and

hence conflict, is thus essential in any organization committed to developing or working with new ideas.

According to Amason (1996), conflict can emphasize personal incompatibilities or disputes and tends to be emotional. Some other researcher emphasizes interpersonal problem, frustration and anxiety among participants in the decision making process, which may evolve anger toward the other decision maker (Eisenhardt et. al, 1997). Conflict in the decision making process can show personal incompatibilities or disputes and by necessity tend to be emotional.

Kolb and Putnam (1992) conclude that some definite purpose of the conflict existence is where there is a real or perceived difference that arise in a certain circumstances and cause emotion as a consequence.

Argued by Josephs, Larrick, Steele and Nisbett (1992), if the individual was aware of the things to do and acts accordingly in a decision making situation, this might be a pushing force in the rise of self esteem. As relevant literature is analyzed, it become a concerned that in decision making, there is a positive meaningful relationship between self esteem and general self esteem (Colakkadioglu and Gucray, 2007; Gucray, 1998; Josephs et al. 1992; Tunholm, 2004). In that case, the rise in self esteem is positively effective over self esteem in decision making (Colakkadioglu and Gucray; Gucray).

2.2.1 Opinion Among Officer Or Representative.

2.2.1.1 Divergence Theory (Different Opinion)

Each employee is a unique individual. However working in a group may cause a conflict to be raised because each individual has different ideas and perspective. This mean, each person has a different stance and perception between one another. In a real life, individual or person can't avoid on decision making. In each of the organization activities, decision making is a one of important part of daily life. Different stance and perception are always happening in each decision making process. Conflict will exist in

anywhere for each thing. In each action to get the right decision, process decision making will go through conflict. According to Sessa (1996), the best decision making is the decision that can be used and give an advantage to the group.

Conflict can also be regarded as a disagreement. Therefore, it's easier to see the conflict as a norm in a community group and relationship. Each person is a different personality and individuals. When in a group there are differences between the objective and interests of members of the group, the conflict will easily be happened. Different of idea because of causative factor in decision making conflict. However, working in a team may raise the possibility of conflict.

Conflicts are more likely to impair the harmony of a group, and it also can lead to some from damage. Different opinion can cause feeling uneasy or guilty that will reduce the fitness of the group. Conflict can also produce new idea, leading to more creative solution and maintaining convergence of the interest of the group. Conflict can happen when the decision making process occurs the different opinion from a group member.

According to Janssen (1999), different opinion becomes a personal problem that will damage the trust and communication among team members. Although conflict can be beneficial, it is also very harmful. It will disturb the harmonization within groups, lowered cohesiveness and the group's dissolution will occur. The conflict may give a very complex effect on decision making. Schweiger et al. (1986) conclude that although conflict can improve the quality of decision, but in general it may cause the decision maker sees it as a dangerous situation.

2.2.1.2 Confirmation Biased

Stakeholder act as a main person for every discussion. So, all the decisions taken will be biased. Generally, confirmation biased in a group worker is always occurring. Even they have a better idea of choice, the confirmation biased can cause the idea is rejected. This matter can cause dissatisfaction in all group members and the issues of

conflict will occur. When there are biased in the initial discussion, the decision making process will be affected.

An impartial decision and selection is more challenging when other parties have an unequal importance. In each decision making method, confirmation biased is always happening. However, this issue can create unfair result. Disputes will arise during the decision making process between each group member.

To get the best result, the process of decision making require an interaction or conflict between the member and the group. Interesting views in Amason (1996) state that if the conflict can be managed properly, it can potentially be productive in the sense of encouragement, giving more exploration and many possible solutions can be considered before deciding the final result.

Conflict occur when one participant or group attempt to block another from attaining a goals. According to Zeigler, Kehoe and Reisman (1985), incompatible goals and action can create a climate for hostility and accusations that negatively impact the decision making process.

According to Zeigler, Koheo and Reisman (1985:31), that conclude the “conflict is a situation in which two or more parties perceive that their goals are incompatible” and that the participants take action to “achieve their own goals (at least in part) by blocking the goals of other”. According to Svara (1990:28), that the “disagreement become conflict, when incompatible goals cause some participants to seek to impose their preferences on other”.

2.2.2 Many Authorities

2.2.2.1 More Managers In One Unit

Conflict can occur if there are many authorities or manager in one unit. Each manger has their own opinion and idea. When the task is given, of course employee will follow and doing what the employer or manager wants. Each manager gives a different

reason to solve the tasks. So it can make employee confuse, which one should follow. If an employee follows 'manger A', 'manger B' will be angry because not follow his direction and vice versa. In this case, the employee should be doing the right solution decision. Another conflict will arise when a task cannot be done smoothly.

According to Miller et al. (1987), a cognitive diversity reflects different in executives' belief and preference about strategic goals. Even there is no difference of ideas on simple and insignificant matter, but there is a different view on a highly important matter that would have substantial ramifications for the organization.

The decision conflict among managers will affect the relationship among them and also the employees. According to Lippitt (1982: 68) that conflict is a complex phenomenon that occurs an in organization and work relationship.

2.2.3 Goals of Different Department

Usually, conflict will happen when the goals of the organizational unit or department are different. It also can occur between individuals and groups. The difference occurs because of the different background and mindset among employees. In each department have their own specifications. So when decision making is processed, they will follow their own style or spec according to their field. An interested view in Mohammed & Ringseis (2001) state that individual may have similar fictional experiences and their cognitive may different in views of matter such as value or goals.

According to Blackhurst et al.(2008), the conflict can easily degrade the performance of the entire system due to the fact that each individual (entity) may working towards goals that sub optimize the integrated system.

Schmidt and Kochan (1972:357) conclude that the likelihood conflict occurs between units according to the following three variables:

- i. The incompatibility of their goals
- ii. The interdependence of their activities

- iii. The extent to which they share the same resources

The traditional theories stated that all conflict is a bad thing. It has a negative impact on the effectiveness of the organization goals. According to Robbins (1984; 454), the term of conflict traditionally equal to the term such the hardness, disintegration and irrational.

2.2.3.1 Problem in Dependence of the Tasks

The dependence of the tasks means the tasks that require an action or solving approach from the individual or other unit that create the cooperation and understanding between two parties. Cooperation is needed to get the work more effective and quality. When cooperation is undone as expected, it may cause of dissatisfaction. Problem in dependence of the tasks may cause of misunderstanding and it will be difficult for them to cooperate before getting the results.

Tasking conflict may prove to be more beneficial at the execution level compare to at the lower levels due to executive's past experiences. Experience executives are seasoned decision maker who has likely encountered many negative reactions in decision making, such as personal attacks or name calling.

Simons and Peterson (2000) state that although some studies have shown that relationship conflict and task conflict are correlated and that relationship conflict can be detrimental to decision making, the benefits of tasks conflict can offset the damaging effects of relationship conflict within strategic (executive) decision making.

According to theoretical Ashby's (1956), the reason of task conflict can positively affect outcomes is requisite variety. The complexity of a given with the state to the complexity of the environment are importance of matching which is operates. Therefore, in the context of strategic decision making, these highly complex and non-routine decision requires executives with multiple perspectives that will create debate and discussion while implementing the decision making process.

An interesting view was expressed by Velasquez et al. (2008) in developing a systematic conflict resolution technique posit that the conflict could arise in manufacturing decision due to incomplete or inaccurate information.

The individual task of a decision making in group is to evaluate the available information. Each individual in the group will have their own perspective on how to evaluate or solve that information for the decision making process. According to Tjosvold and Johnson (1977), it is important for each individual to understand other perspective on the available information, such as their opinion. This is because conflict in task may increase relationship conflict which in turn may reduce decision making effectiveness (De Dreu and Van Vianen, 2001).

2.2.3.2 Pseudo Conflict – Misunderstanding Each Other

There are some cases whereby pseudo conflicts occur between individual and group. This conflict occurs regardless of whether the two parties have incompatible goals or otherwise. Some conflicts occur because of misunderstandings. Pseudo conflicts occur when an individual agrees, but because of poor communication, they believe on the disagreement. This happened when people who really agree on the issues but not really understand and cause the differences due to misunderstanding or misinterpretation. Conflict is largely the result of misunderstanding and ambiguity in decision making.

Some studies show that the conflict is destructive and can decrease group performance (Brown and Day, 1981; Schwenk and Cosier, 1993). In a general situation, the conflict involves a clash of ideas that will force the affected parties to be in opposition. In many cases, lack of resources cause the conflict and encourages individuals or teams of in individuals within or across disciplines to compete by attempting to restrict conflict to a task related level where it provides a constructive tension between organizational units. An interesting view by Brown and Day (1981), state that if the conflict is left unmanaged, it can be seen as a major cause of failing performance.

Tjosvold (2006) conclude that not all conflict is harmful. This opinion depends on the type of conflict and related to debate discussed issues. Many researchers argue that if the conflict can be managed properly and healthy, it can play a positive role in the decision making process. Conflict can increase productive behaviour through more complete understanding on all sides of the decision.

2.2.4 Information On Particular Issues

2.2.4.1 Deficiency Of Information

Problem deficiency of information is always occurring in an organization. Process to make decision disrupted due to the lack information cause of employee fail to obtain the actual information. When the information is incomplete, conflict can arise. The employee didn't know the right or clear direction, related to what to do and manage. Information is the most important parts of making the right decision. The right decision can lead to the organizational goals. Insufficient information management can affect the quality of work and ultimately failed to reach the target. When failure happened because of conflict, it will worse to the performance of the organization. Sometime the problem deficiencies are disrupted because of less obvious information.

Some studies show that conflict is destructive and can decrease group performance (Brown and Day, 1981; Schwenk and Cosier, 1993). In a general situation, the conflict involves a clash of ideas that will force the affected parties to be in opposition. In many cases, conflict occurs when lack of resources that encourages the individuals or teams of individuals within or across disciplines to compete by attempting to restrict conflict to a task related level where it provides a constructive tension between organizational units. An interesting view by Brown and Day (1981), if conflict is left unmanaged; it is seen as a major cause of failing performance.

Expressed by Holton (1995) about the conflict, it is defined as “a situation in which interdependent people express (manifest or latent) differences in satisfying their individual need and interest, and they experience interface from each other in accomplishing the goals”. Gibson (1995) identify conflict with promote a definition by

Hocker and Wilmotn (1994), as “an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resource and interference from other in achieving their goals. According to Hosea (2007), both of that definition is a three important element necessary to the triggering of the conflict which are two or more interdependent parties, parties need and interests and the resultant interference that occur when parties with incompatible need encroach upon one another. For the purpose, the word conflict is used interchangeably with the terms dispute, disagreement and misunderstanding.

2.2.4.2 Time Or Speed Of Decision Making

Time related problem also causes of decision making conflict. When a given time has a set of period time to be sent, it can effect in the decision making process. The decision making process must be done quickly and accurately. When the period is too short, the work done will become chaos. Decision making conflict in critical situation can become harder with compare with decision making in no conflict situation.

When the processes to collect the decision are too long, it will cause the process of decision making are being disturbed. If the process is delayed, it can cause the process to make a decision has not been reached. Times plays an important role on making the decision and it show the ability of a group to reach a consensus.

An interesting view was expressed by Kirchoff and Adams (1982) state that the destructive effect of conflict includes:

- i. Impediments to smooth working
- ii. Diminishing output
- iii. Obstruction in the decision making process
- iv. Formation of competing affiliation within the organization

The overall negative effect will reduce employee’s commitment to the organization goals and organization efficiency.

CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

In this section, several steps that taken to investigate the questions will be include under consideration. Data collection method was used to investigate the cause and effect from the decision making conflict to identify the subject (the respondents) and describe the selected population sample and how they are selected. Besides that, this part also includes the administration about how the research was implemented, how data were collected and what method we used for the investigation.

3.2 RESEARCH METHODS

This section discusses the research methodology. The main purpose of this research was to study on decision making conflict in manufacturing industry. This research used questionnaire to collect data information. Individual or worker from the manufacturing industry was the chosen candidate to complete the survey and the questionnaire. This study will use quantitative measurement of data collection. It involving the collecting data that carried out through a survey. A set of questionnaire will be used to obtain answers to research questions. The questionnaire session is done to get the real fact about what was happened in real world industry. In this questionnaire there are feedback-related recommendations from the respondents in this study. The data are obtained are used to complete this research.

3.3 DATA COLLECTION METHOD

Data collection is an important aspect on any type of research study. This part relating to the resources used to collect the data. A recent view by Krishnaswami (2002:197) state that the data are facts, figure and other relevant materials, past and present that serve as bases on the study and analysis. The data can obtain through primary data.

3.3.1 Primary Data

Primary data is an original source to get the information of the study. The primary data collection method used in this study such as observation, interviewing, mailing questionnaire, experimentation, simulation and project technique. For this study primary source used is questionnaire

For this study, questionnaire will be used to collect data information. A questionnaire is a document with a list of questions that appears for a formal social survey enquiry. This is simple way to get information's need. Questionnaires are designed to get information for complete research or study. A questionnaire requires the candidates or respondents to fill out the questionnaire form.

3.4 RESEARCH INSTRUMENT

A research instrument was a study using the quantitative research methodology. We use this research to get information about what we want to complete this research. The instrument we used to obtain the information through a questionnaire. A questionnaire which it right is done and carefully can increase the feedback easier to conclude, and an analysis of collecting data.

The questionnaire is a wide medium for getting the information about the decision making conflict in manufacturing industry happened. The questionnaires are also suitable for ensuring the confidentiality of the questionnaire and pose a more honest response, while requiring low cost to get the great feedback. According to

Fraenkel and Wallen, (1996), the questionnaire is also the time and cost saving tool. Various views and different opinion obtained help us to complete this research.

3.5 QUESTIONNAIRE CONSTRUCTION

3.5.1 Nominal Data

Other than that, this study uses a nominal scale of questionnaire. Nominal data is one in which number are only used as label and have no numerical sanctity. This data cannot rank such as gender, race citizen and other. No quantitative information is conveyed and no ordering of the item. Nominal data are therefore qualitative rather than quantitative. For example, if want to categories male and female respondent, we could use a nominal scale of 1 for male and 2 for female.

3.5.2 Likert Scale

Another scale used in the questionnaire is Likert scale. Likert scale is a psychometric scale that commonly involved in many research that employ questionnaire. It is the most widely used approach on scaling the response in a survey research. This method is very suitable to be used in obtaining the results from respondent. Likert distinguished between a scale proper, which emerge from collective responses to a set of item (usually five or more) and the format need the respondents to rank their response according to the score along range like strongly agrees, agree, neutral, disagree, and strongly disagree. When responding to the Likert questions, respondents need to specify their level of agreement or disagreements on a symmetric agree or disagree for series of statements.

3.6 POPULATION AND SAMPLING

3.6.1 Sampling Technique

This section discusses the research methodology. One of the types of methodologies that widely used is the convenience sampling. Convenience sampling is

also called haphazard or accidental sampling, refers to the procedure of obtaining unit or people who are most conveniently available. The methodology of this study related targets researchers to get information from respondents.

According to Frankel and Wallen, (1996), this methodology is one of the most important steps in the research process to select respondents who would take part in this study. The main purpose of this research was to study on decision making conflict in manufacturing industry. For this study, the questionnaire will be inflicted on selected respondents. Respondents are selected among the workers in the manufacturing industry. They also consist of gender, men and women of different positions.

3.6.2 Population

Population refers to a collection of human beings. This study mainly refers to employees that working in the manufacturing sector. Population is taken through a group employee who working in an industrial area at Muar. This study used (N=160) population sizes of respondent.

3.6.3 Sample Size

A main purpose of this survey study is to collect the data representative of a population in the organization. The information gathered from the survey was used to generalize finding from a draw sample back to the population. Determining the sample size is a most important issue. To finalize the problem, the right solution to solve must be used.

Determining the sample size is the step of choosing the number of observations or replicate to include in a statistical sample. Sample size is an important feature of any empirical study in which the goal is to make inferences about a population from a sample. According to Krejcie and Morgan (1970), when the population is $N = 160$, the sample should be used $s = 113$ for sample sizes. In each research, the sample size was determined during the designing stage of the study. In this study, theory Krejcie and Morgan was used as a problem solving.

The relationship between sample size and the total population is illustrated in **Table 3.1**. It should be noted that as the population increases, the sample size increases.

Table 3.1: Table for Determining Sample Size from a Given Population

N	s	N	S	N	s
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	160	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	345
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	100000	384

Source: Krejcie and Morgan (1970: 608)

*Note. - N is population size.

- S is Sample size.

3.7 DATA ANALYSIS METHOD

Survey method was conducted in order to obtain the data. A self administered questionnaire has been used in collecting the data. This technique is the best way to collect the data because it can collect all the complete response within a short period of time. This technique also provides less expensive cost and less time consuming compare to the technique of interview.

This study use Statistical Package for Social Science (SPSS) to analyze the data obtained. SPSS Statistic is a software package used for statistical analysis. With the collected data, this software can analyze the data and calculate the result. This analysis use SPSS Version 20.

3.7.1. Demographic Frequency

Demographic frequency is a quantifiable statistic. It is part of respondent background data such as educational level, length of service and level hierarchy and used to describe the frequency and percentage for each particular variable.

3.7.2 Descriptive Analysis

Descriptive analysis is the analyses that provide some brief summary about the response from respondent towards in each question in the questionnaire that consist of the mean and the standard deviation of each the component in the questionnaire.

3.7.3 Normality Test

Normality test are used to examine the distribution probability of a set of data in a normal distribution mode. An assessment of the normality of data is a prerequisite for many statistical tests because it is an underlying assumption in parametric testing. This test will help to determine whether a data collection is normal or not. When the

histogram illustrates the shape of curve in a bell curve, it means the variable of the data are normal.

3.7.4 Pearson's Correlation Coefficient, (r)

Correlation is a technique for investigating the relationship between two quantitative and continuous variables. It means Pearson's Correlation Coefficient (r) is a measure of the strength of the association between the two variables, dependent variables and independent variables. This studies following the rule of thumb table used by Mc Burney (2001). The thumb table illustrates the value correlation to prove that the relationship is strong or not.

Table 3.2: Rule of thumb of Pearson's Correlation

$r \geq 0.20$	Very weak relationship
$0.21 < r < 0.40$	Weak relationship
$0.41 < r < 0.60$	Moderate relationship
$0.61 < r < 0.80$	Strong relationship
$r \geq 0.81$	Very strong relationship

Source: Mc Burney (2001)

3.8 PILOT TEST

A pilot test is a smaller edition of a large test, which is conducted to get for real test without affecting the real operation. It can involve pre-testing a whole research tool. Such as data collection method and it can well be used to test an objective of the study are related or not.

3.8.1 Reliability Test

Reliability test was used to identify whether the variable of the questionnaire were reliable or vice versa before given to the actual respondent and to know the

Cronbach's Alpha value are reliable to 0.70 and above or less that value. If the Cronbach's Alpha value below than 0.50, it item must be deleted from the column.

Cronbach's alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient. The loser Cronbach;s alpha coefficient is to 1.0 the grater the internal consistency of the items in the scale. Based upon the formula, k is the number of items considered and r is the mean of the inter-item correlation size of alpha that determined by both the number of items in the scale and the mean inter-item correlation.

$$= rk / [1 + (k - 1) r]$$

George and Mallory (2003) provides the following technique:

Table 3.3: Rule of thumb for Cronbach's Alpha

Cronbach's Alpha Value	Internal Consistency
> 0.90	Excellent (High-stakes testing)
0.80 – 0.89	Good (Low-takes testing)
0.70 – 0.79	Acceptable
0.60 - 0.69	Questionable
0.50 – 0.59	Poor
< 0.50	Unacceptable

Source: George and Mallory (2003)

Before starting the real test, the value of Cronbach's Alpha for opinion among officer or representative are (0.7720) with 5 items and no item deleted. While many authorities in one unit get the value of Cronbach's Alpha are (0.744) with 5 items and no item deleted. For the goals of different department, the value of Cronbach's Alpha is (0.824) with 3 items and no deleted item. For the last independent variable, the information on particular issue get value Cronbach's Alpha is (0.884) with 3 items and no deleted item. While for dependent variable, the value Of Cronbach's Alpha for decision making conflict are (0.757) with 7 items and no deleted item. The entire variable gets a acceptable reliability and good reliability.

CHAPTER 4

DATA ANALYSIS

4.1 INTRODUCTION

In this chapter the result of the data analysis are presented. The data were collected and then processed in response to the problem as mentioned in chapter 1. The focus objective on this study is to know the causes of decision making conflict as an independent variable. The data was analyzed to achieve the objectives of the study.

4.2 DEMOGRAPHIC FREQUENCY

Demographic frequencies are the quantifiable statistic. It describes the frequency and percentage of respondent's response regarding the questionnaire. Demographic frequency used to identify the background of the respondents. The values occur while the percentage illustrate for each data respondent for that particular variable.

4.2.1 Educational Level

Table 4.1: Educational Level

	Frequency	Percent	Valid Percent	Cumulative Percent
Below SPM	72	63.7	63.7	63.7
Post school diploma or certificate	25	22.1	22.1	85.8
Valid Bachelor degree	10	8.8	8.8	94.7
Master degree	5	4.4	4.4	99.1
Other	1	.9	.9	100.0
Total	113	100.0	100.0	

Figure 4.1: Educational Level

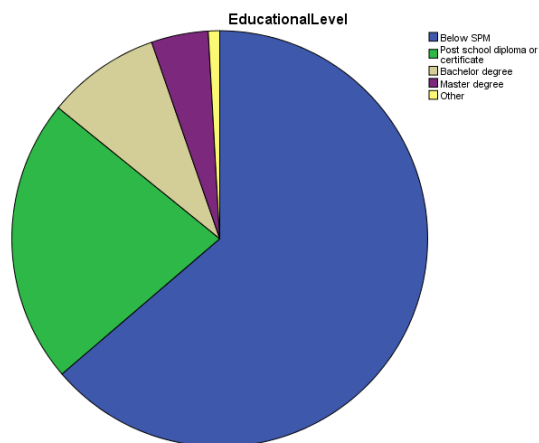


Table 4.4 and **Figure 4.1** is about the percentage of educational background level of the respondents. They have six level of education such Sijil Pelajaran Malaysia (SPM), post school diploma or certificate, bachelor degree, master degree, PHD degree and other. For this study, most of the respondents are from a standard level. Most of the chosen respondents are comes with educational background below SPM level which about 72 of respondent or 63.7%. 22.1 % of the graft concurred by 25 respondents with educational level of post school diploma or certificate and followed by 10 of respondent or 8.8% from level bachelor degree. Only five respondents or 4.4% of them are the master degree holder and the rest 9% respondent categories as others level. No

respondent comes with PHD degree level. In conclusion, most of the respondent workers are from the school leavers.

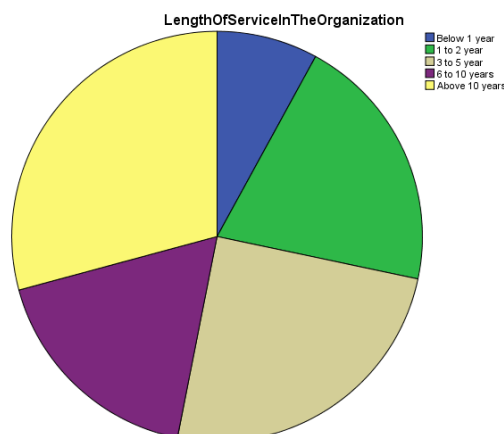
There are relationship between educational level and decision making conflict. Different level education will cause of different in idea, opinion and view. Although the education levels are the same, but due to the different knowledge, the conflict will tend to occur. Lack of knowledge can give the difficulties for the person to make the right decision quickly and faster. Different level of educational background will different in knowledge gained level. Indirectly, the knowledge they learned can be applied in a real job. This indicates that the level of education playing a role on making the decision.

4.2.2 Length Of Services In The Organization

Table 4.2: Length Of Service In The Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 1 year	9	8.0	8.0	8.0
1 to 2 year	23	20.4	20.4	28.3
3 to 5 year	28	24.8	24.8	53.1
6 to 10 years	20	17.7	17.7	70.8
Above 10 years	33	29.2	29.2	100.0
Total	113	100.0	100.0	

Figure 4.2: Length Of Service In The Organization



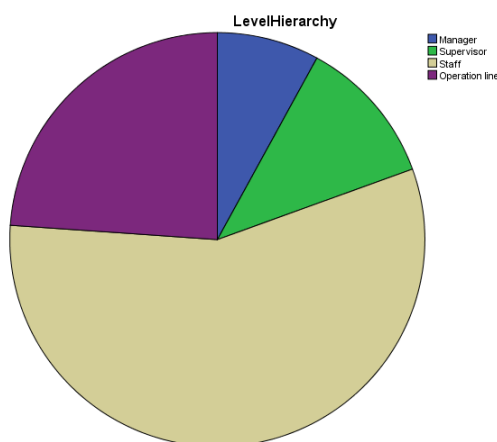
The **Table 4.2** shows the percentage of working service length in the manufacturing industry. Most of the respondent has worked more than 10 years with total of that are 33 of respondent or 29.2%. The second highest length of working from 3 to 5 years was concurred by 28 of respondents or 24.8%. Followed by the service length of 1 to 2 years for 23 of respondent or 20.4% and 6 to 10 years are 20 of respondent or 17.7%. Several respondents have just working in manufacturing industry below than 1 year, which are 9 respondents or 8.0%. It can be conclude that most of the respondents or workers have longer working experience or service length.

Length of service in the organization are also have connected in decision making conflict. The longer of the working length, the more working experience they've got. Experience can be applied to solve the problems that occur. Conflict can occur when the worker that have experience and also less experience was debate each others with different opinion and idea on solving the problem. Each them has their own solution to solve it.

4.2.3 Level Hierarchy

Table 4.3: Level Hierarchy

	Frequency	Percent	Valid Percent	Cumulative Percent
Manager	9	8.0	8.0	8.0
Supervisor	13	11.5	11.5	19.5
Valid Staff	64	56.6	56.6	76.1
Operation line	27	23.9	23.9	100.0
Total	113	100.0	100.0	

Figure 4.3: Level Hierarchy

The **Table 4.3** illustrates the level of hierarchy of respondent derived from manufacturing industry. There are four level hierarchies such as manager, supervisor, staff and operator line. More than half of the respondents obtained from staffs, which are 64 of respondent or 56.6%. The totals of operator line are 27 of respondent or 23.9%. Followed by supervisor are 13 of respondent or 11.5%. A small group of manager are obtained which consist of 9 or respondent or the percentages are 8.0%. It can be conclude, most of the respondent are among the staff members.

Decision making conflict can also occur due to different level hierarchy in the organization. Hence, decision cannot be done quickly. Each level has their own goals to follow and achieved. To make the decision, worker always follows their own job responsibility. Because of that, to make decision between department or level hierarchy, conflict often occur.

Table 4.4: Summary Of The Demographic Analysis

Demographic	Characteristics	Frequency	Percent (%)
Educational Level	Below SPM	72	63.7
	Post school diploma or certificate	25	22.1
	Bachelor degree	10	8.8
	Master degree	5	4.4
	PHD degree	0	0
	Other	1	0.9
Length of service in the organization	Below 1 year	9	8.0
	1 to 2 year	23	20.4
	3 to 5 year	28	24.8
	6 to 10 year	20	17.7
	Above 10 years	33	29.2
	Above RM3001	8	7.1
Level Hierarchy	Manager	9	8.0
	Supervisor	13	11.5
	Staff	64	56.6
	Operation line	27	23.9

4.3 DESCRIPTIVE ANALYSIS

4.3.1. Opinion Among Officer or Representative

Table 4.5: Descriptive statistics of opinion among officer or representative

No		N	Minimum	Maximum	Mean	Average Mean
1	There are many decision makers in the organization.	113	1	5	3.38	3.644
2	I am always willing to listen to other's opinion, and I also want to give them mine.	113	2	5	4.11	
3	Decision can't be done because there is no idea (I don't know how to solve).	113	1	5	3.11	
4	I can accept criticism of my opinion.	113	2	5	4.02	
5	I am always willing to consider other people's opinions, but I make my own decisions.	113	1	5	3.60	

The **Tables 4.5** show the mean and average mean value for the sub question of the opinion among officer or representative. Base on the result, the second question shows the highest value of 4.11. Question number three has the lowest value of 3.11. The averages mean value for all the questions are 3.644.

4.3.2. Many Authorities in One Unit

Table 4.6: Descriptive statistics of many authorities in one unit

No		N	Minimum	Maximum	Mean	Average Mean
1	If there are many authorities in one unit, process decision making become conflict.	113	2	5	4.12	3.568
2	Numbers of employers also play a role for me to make decision.	113	1	5	3.50	
3	Once I have taken a position, I don't like to have other to try to talk me out of it.	113	1	5	3.84	
4	When in a conflict with someone, I ask them to explain their position.	113	1	5	3.18	
5	I find it necessary to overpower other to get my own way.	113	1	5	3.20	

Table 4.6 show the mean and average value for the sub question of the many authorities in one unit. The first question shows the higher value of 4.12. While the question numbers four has the lowest mean value with the value of 3.18. The average mean value of this question is 3.568.

4.3.3. Goal of Different Department

Table 4.7: Descriptive statistics of goal of different department

No		N	Minimum	Maximum	Mean	Average Mean
1	The different goals of department make it difficult for me to a makes decision.	113	1	5	3.95	4.073
2	When make a decision, I am usually firm and not swayed by other.	113	1	5	4.15	
3	When conflicts arise, I usually stand on my principles.	113	1	5	4.12	

The **Table 4.7** shows the mean and average mean value for the sub question of the goal of different department. Second question get the highest mean value of 4.15. The lowest mean value of 3.95 are in question numbers one. The average mean value obtained is 4.073.

4.3.4. Information on Particular Issues

Table 4.8: Descriptive statistics of information on particular issues

No		N	Minimum	Maximum	Mean	Average Mean
1	Lack of bilateral relation, cause the decision making process to be conflicting.	113	1	5	3.67	3.70
2	Information about task incomplete makes me difficult to make decision.	113	1	5	3.80	
3	It difficult for me to decide what to do if the tasks are not clear.	113	1	5	3.63	

Table 4.8 shows the mean and average mean value for the sub question of the information on particular issues. Based on the table, question numbers two get the highest mean value of 3.80. The lowest value of 3.63 is in question number three. The average mean value for this question is 3.70.

4.3.5 Discussion

Table 4.9: Descriptive statistic average mean value and rank

No.	Causes of decision making conflict	Average Mean	Rank
1.	Opinion Among Officer Or Representative	3.644	3
2.	Many Authorities In One Unit	3.568	4
3.	Goal Of Different Department	4.073	1
4.	Information On Particular Issues	3.70	2

Figure 4.4: Average Mean Value of cause of decision making conflict

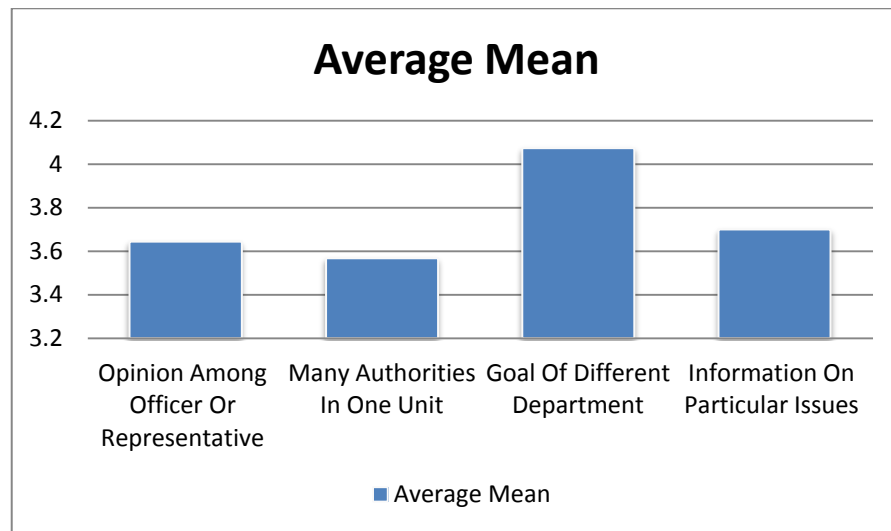


Figure 4.4 show the average mean value for the sub question of the cause of decision making conflict. Base on the chart, question from goal of different department get a high average value of 4.073. While information on particular issue question has second high averages mean value of 3.7. For the opinion among officer or representative question, they just get an average mean value of 3.644. The lowest value in authorities in one unit question is 3.568.

The result shows that most of respondents were agree with the goal of different department as the most popular factor that cause the decision making conflict. Conflict can occur when they have a problem that should be solved between department, such as discussion or meeting.

4.4 NORMALITY TEST

Table 4.10: Test of Normality

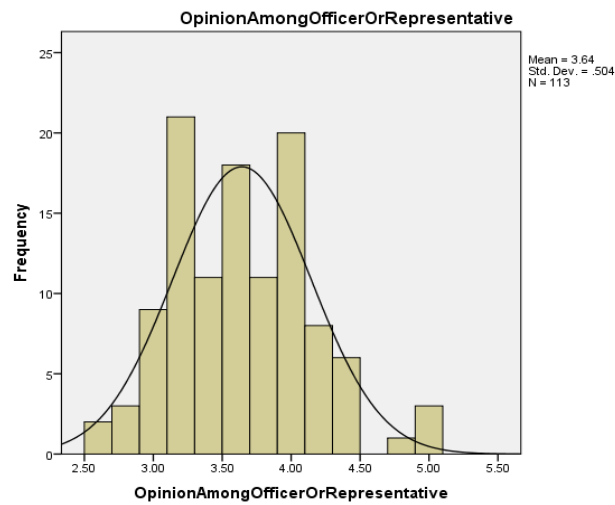
One-Sample Kolmogorov-Smirnov Test		Opinion Among Officer Or Representative	Many Authorities In One Unit	Goals Of Different Department	Information On Particular Issue	Decision Making Conflict
N		113	113	113	113	113
Normal	Mean	3.6425	3.5681	3.6991	4.0708	3.3502
Parameters ^{a,b}	Std.	.50388	.60153	.72370	.68784	.69200
	Deviation					
Most Extreme	Absolute	.120	.163	.148	.167	.083
Differences	Positive	.120	.095	.118	.160	.083
	Negative	-.097	-.163	-.148	-.167	-.058
Kolmogorov-Smirnov Z		1.274	1.736	1.573	1.775	.882
Asymp. Sig. (2-tailed)		.078	.005	.014	.004	.418

a. Test distribution is Normal.

b. Calculated from data.

In statistics, normality test are used to determine whether a data set is well modelled by a normal distribution or not and to compute how well the underlying random variable is to be a normal distributed. Sometime and somehow, some of the collected results have a little problem that possibly during the data collection process. The analysis result illustrated in **Table 4.10** shows that the values of distribution test are normal. It can be concluding that the data is a normally distributed and use Pearson rule for interprets the correlation. The entire variable can be observed in the histogram bellow.

Figure 4.5: Opinion Among Officer Or Representative



The **Figure 4.5** shows the normally distributed data according to the opinion among officer or representative with the value mean of 3.64, standard deviation of 0.504 and the value of N are 113. A belly curve figure below shows the representation of normal distribution.

Figure 4.6: Many Authorities in One Unit

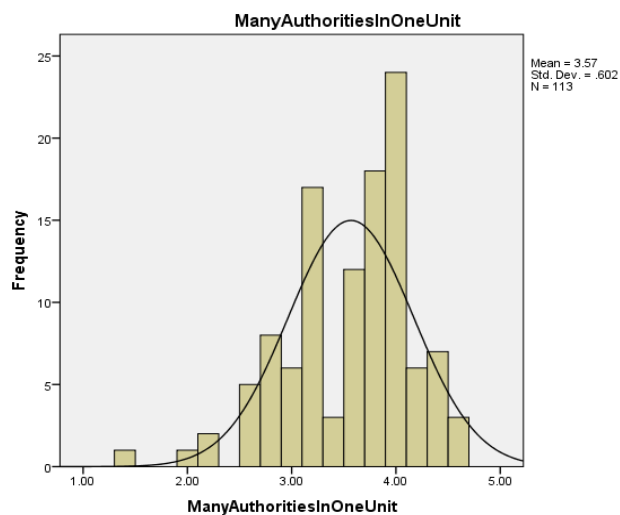


Figure 4.6 shows histogram on many authorities in one unit with the mean value of 3.57, the standard deviation of 0.602 and N value of 113. The histogram shows the bell curve of normal distribution.

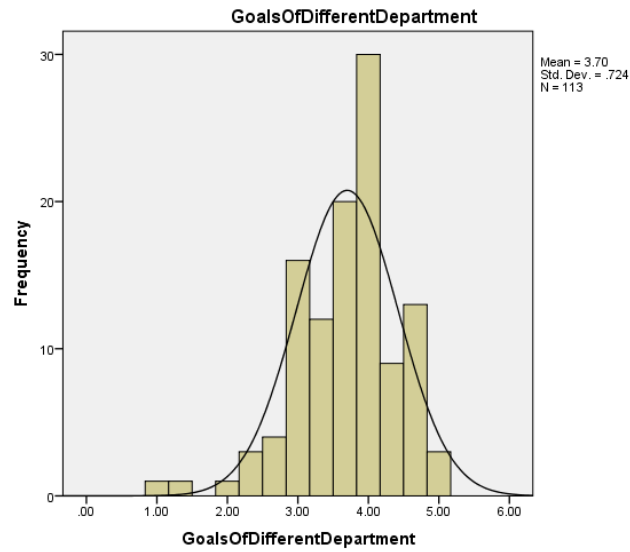
Figure 4.7: Goals of Different Department

Figure 4.7 shows the histogram of goals of different department with the value of mean of 3.70, standard deviation of 0.724 and value of N, 113. As the histogram shows the bell curve, its mean that the variable of this independent are normally distributed.

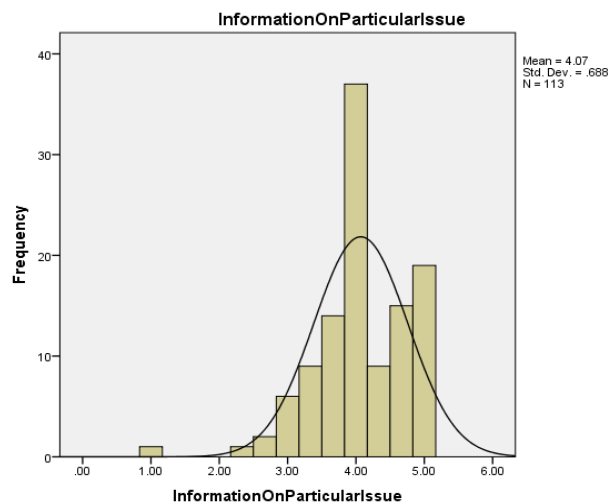
Figure 4.8: Information on Particular Issues

Figure 4.8 shows the normally distributed data according to the information on particular issue with the values of mean of 4.07, standard deviations of 0.688 and the N values of 113.

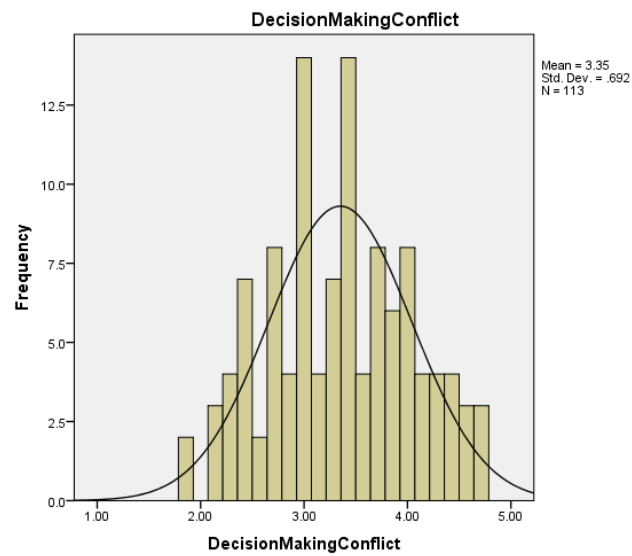
Figure 4.9: Decision Making Conflict

Figure 4.9 shows the distribution result with regards of the decision making conflict as a dependent variable on this study with mean value of 3.35, standard deviations of 0.692 and N value of 113. The histograms show the bell curve which means the variables is normally distributed.

4.5 PEARSON CORRELATION ANALYSIS

Table 4.11: Correlations between variable

		Opinion Among Officer Or Representative	Many Authorities In One Unit	Goals Of Different Department	Information On Particular Issue	Decision Making Conflict
Opinion Among Officer Or Representative	Pearson Correlation	1	.473 ^{**}	.280 ^{**}	.123	.448 ^{**}
	Sig. (2-tailed)		.000	.003	.193	.000
	N	113	113	113	113	113
Many Authorities In One Unit	Pearson Correlation	.473 ^{**}	1	.551 ^{**}	.381 ^{**}	.558 ^{**}
	Sig. (2-tailed)	.000		.000	.000	.000
	N	113	113	113	113	113
Goals Of Different Department	Pearson Correlation	.280 ^{**}	.551 ^{**}	1	.555 ^{**}	.322 ^{**}
	Sig. (2-tailed)	.003	.000		.000	.001
	N	113	113	113	113	113
Information On Particular Issue	Pearson Correlation	.123	.381 ^{**}	.555 ^{**}	1	.225 [*]
	Sig. (2-tailed)	.193	.000	.000		.016
	N	113	113	113	113	113
Decision Making Conflict	Pearson Correlation	.448 ^{**}	.558 ^{**}	.322 ^{**}	.225 [*]	1
	Sig. (2-tailed)	.000	.000	.001	.016	
	N	113	113	113	113	113

^{**}. Correlation is significant at the 0.01 level (2-tailed).

^{*}. Correlation is significant at the 0.05 level (2-tailed).

Pearson Correlation Analysis is a part of investigation on the relationship between two variables. It is an analysis approach for knowing the relationship between independent variable and dependent variable. It is used to determine whether the correlation about that variable are positively related or negatively related and used to verify the research objective. By Pearson Correlation Analysis, it is found that the other cause of decision making conflict is positively correlated with variable at 1% significant level (2-tailed) and 5% significant level (2-tailed). Overall results for each variable are mentioned in the **Table 4.11** above.

The first variables indicates the correlation analysis between opinion among officer or representative with decision making conflict. The **Table 4.11** indicate that the strength of association between the variable are moderate correlation, ($r = 0.448^2$), and that the correlation coefficient is significantly different from zero at 1 % significant level (2-tailed).

The second variables in above table shows the correlation between many authorities in one unit with decision making conflict. The table illustrates the strength of this relationship with moderate correlation ($r = 0.558^2$). The correlation coefficient is significantly different from zero at 1% significant level (2-tailed).

Third variable shows the relationship between goals of different department with decision making conflict. This independent variable have weak correlation with dependent variable, ($r = 0.322^2$), and have positively correlation with variable at 1% significant level (2-tailed).

The last variable verifies the relationship between information on particular issue with decision making. The relationship with this variable have a weak correlation, ($r = 0.225$). These relationships have positively correlation with variable at 5% significant level (2-tailed).

In conclusion, among the independent variables that proposed in this study, variable with many authorities in one unit shows the highest relationship with decision making conflict.

4.6 DISCUSSION

These analyses achieve the objective of the study. The values of Cronbach's Alpha coefficient of all variable are in consistency reliability test and doesn't have a questionnaire item to be deleted. For the normality test, all the variables get the normal value and the curve histograms are in bell curve. In Pearson Correlation Analysis, the relationship between independent variable and dependent variable are in positive related with a significant level (2-tailed). The high value relationships between independent variable with dependent variable become the cause factor of conflict as there are many authorities in one unit ($r = 0.558^2$) and then followed by information on particular issues, goals of different department and information on particular issue. To make decision, it is not easy for employee to follow different instructions if there is more than one manager in the department. Employee will confuse which one should be followed.

CHAPTER 5

CONCLUSION

5.1 INTRODUCTION

The purpose of this chapter is to summarize the thesis research and suggest research and recommendation for further analysis. The first of this chapter was discussed about the objective of the research. The second part of the chapter discusses about the cause factor of the conflict in decision making within organization base on further research. For the third chapter it discuss about what the methodology used to accomplish the analysis.

First chapter define the aim and objectives of this study. It is because decision making is the most important part in each resolution. It is a part of life where each people often face with the decision making. In order to accomplish the target, it becomes a necessary to get the agreement among each other. However, determining the best idea related to the problem is not an easy process.

To consolidate this study, the information from several references such published papers and books were used to support this study.

5.2 CONCLUSION

The focus of this research is to study the decision making conflict in manufacturing industry. The focuses objective on this study is to identify the main cause factors of conflict for the decision making process within the organization. Independent variable is the category of cause factor in decision making conflict. The cause factor used are based on other research are opinion among officer or representative, many authorities in one unit, information on particular issues and goals of different department. The second objective is to investigate the relationship between the causes of conflict within the decision making process.

Based on the previous chapter four, the Pearson Correlation Analysis data shows the correlation between independent variable and dependent variables and shown that the objectives of study were achieved. Although sum independent get a weak correlation, each correlation variable data illustrate a positive relation. It means that the independent variables can't be deleted and can be used. Between all the independent variables, many authorities in one unit show a strong correlation coefficient and significant, and then followed by opinion among officer or representative, goals of different department and lastly information on particular issues.

It can be concluded that the result analysis has fulfil the objective of the study. Each cause factors of conflict has strong relationship with decision making.

5.3 LIMITATION

There were a few limitations that encountered during this study, which are:

a) Time limitation

The time was not enough to distribute questionnaire. Most of the companies consume a long time to give feedback. Even after the confirmation of conducting the research, the process of data collection takes a long time to complete. The sample size of 113 respondents may limit the finding of the research.

b) Cost limitation

Photostat questionnaire set repeatedly. It is because of the problem during the data collection which the total of questionnaire is not enough. The questionnaire should be return back for completion.

c) Rule limitation

The data or sampling access was constrained by a strict adherence to respondent company rule and regulation in getting approval to conduct the studies. The total sample size may have limitation.

d) Language limitation

Not all employees in manufacturing understand in English language. Need to use two languages in each set of questionnaire.

5.4 SIGNIFICANT OF THIS STUDY

The important of this study is to identify the cause of the decision making conflict within organization. Conflict will disrupt operation and running slowly. This is because if the conflict in decision making occur, the process of obtaining the consent from all parties will take a longer time.

The result of this research will enable the organization to find out the cause factor of the conflict in decision making. The information obtain will help manager to systematically organize the organization in daily activity. Indirectly, it can improve the organization efficiency on making the decision for solving the problem faster without any conflict. The efficient decision can improve the operation of the organization in future.

5.5 RECOMMENDATION

Other than independent variable point in this study, there are varies in cause factors of conflict in decision that may occurs in real world operation. For the first recommendation, further researcher should be done to investigate more about the causes

of decision making conflict that occur in the manufacturing industry. Each decision makers play a biggest role to determine the organization's performance. This is because, in the organization, even with a small decision will affect the organization flow. In the organization, to make decision, they must have the confirmation by other parties. By knowing about this, it will give an advantage to the organization to prevent the problem. Indirectly, each decision can be solve quickly.

For the next point of further study, researcher should research the effect or the conflict on decision making within the organization. Each single thing that happens will give the effect. Whether the effect of conflict is positive or negative, researcher should investigate the factors in more detailed. By knowing about the effect of conflict, problem can be avoided. Indirectly, it can help organization for their achievement.

Lastly, researcher also needs to widen the scope of research and takes a larger data samples hence more information can be collected. In to widen scope for further study, several different methods can be used to analyses.

REFERENCES

- A, L., & G, T. (2005). Styles of managing team conflict in professional sport: The case of Greece. *Management Research News* , 28(6), 36 - 41.
- Amason, A. C. (1996). Distinguishing the effect of functional and dysfunctional conflict on strategy decision making: resolving a paradox for top management teams. *Academy of Management Journal* , Vol.39 no.1, pp.123-48.
- Amason, A. C., Thompson, K. R., Hochwarter, W. A., & Harrison, A. W. (1995). Conflict: An important dimension in successful management teams. *Organ , Dyn*, 23 (2), 20-35.
- AC, A., & DM., S. (1994). Resolving the paradox of conflict, strategic decision making and organization performance . *Int J Confl Manage* , 5:239-53.
- Appelbaum, S. H., Abdullad, C., & Shapiro, B. T. (1999). The self-directed team: a conflict resolution analysis. *Team Performance Management* , Vol.5 No.2, pp. 60-77.
- Blackhurst, J., Wu, T., Criaghead, & C. (2008). A systematic approach for supply chain conflict detection with hierarchical petri-net extension. *Omega* , 36(5), 680-692.
- Berlyne, D. E. (1957). Conflict and choice time. *British Journal of Psychology* , 106-118.
- Bowditch, J.L, Buono, & A.F. (1997). *A primer on organizational behavior (4th ed.)*. New York: NY: JohnWiley and Sons.
- Brockenholt, U., Albert, D., Aschenbrenner, M., & Schmalhofer, F. (1991). The effect of attractiveness, dominance and attribute differences on information acquisition in multiattribute binary Choice. *Organizational Behavior and human Decision process* , 258-281.
- Brown, J.R, & Day, R. (1981). Measures of manifest conflict in distribution channels. *Journal of Marketing Research* , 18, 263 - 274.
- Bussemeyer, J. R. (1985). Decision making under uncertainty: A comparison of simple scalability, fixed-sample and sequential-sampling models. *Journal Experimental Psychology: Learning, Memory and Cognition* , 538-564.
- Bussemeyer, J. R., & Townsend, J. T. (1993). Decision field theory: A dynamic-cognitive approach to decision-making in an uncertain environment. *PsychologyReview* , 432-459.
- Cosier, R. A., & Dalton, D. R. (1990). Positive effect of conflict: A field assessment. *The International Journal of Conflict Management* , 1, 81-92.

- Colakkadioglu, Guçray, O. v., & s.s. (2007). Ergenlerde Karar Verme Olcegi'ni Turkce'ye uyarlama calismasi. *Egitim Arastirmalari Dergisi* , 7 (26), 61 - 71.
- Colakkadioglu, O., & Guçray, S. S. (2012). The effect of conflict theory based decision-making skill training psycho-educational group experience on decision making styles of adolescents. *Educational Sciences: Theory & Practice* , 12 (2), 669 - 676.
- Clark, M. R., & Boardman, A. E. (2003). Group decision-making effectiveness: The effect of conflict
- Coombs, C. H., & Avrunin, G. S. (1988). *The structure of conflict*. Hillsdale, NJ:Erbaum.
- Dashiell, J. F. (1937). Affective value-distance as a determinant of esthetic judgement-times. *American Journal of Psychology* , 57-67.
- Diederich, A. (2003). Decision making e conflict: Decision time as a measure of conflict strength. *Psychonomic Bulletin and Review* . , 167-176.
- Diederich, A. (1997). Dynamic stochastic model for decision making with time constraints. *Journal of Mathematic Psychology* , 260-274.
- Donohue, W.A, & Kolt, R. (1992). *Managing interpersonal conflict*. Thousand Oaks: CA: Sage.
- Dreu, D., W., C. K., & Van Vianen, A. E. (2001). Managing relationship conflict and the effectiveness of organizational teams. *Journal of Organizational Behaviour* , 22, 309-328.
- Ehie, I. C. (2010). The impact of conflict on manufacturing decision and company performance. *Int. J. Production Economics* , 126, 145 - 157.
- Elbanna, & S. (2006). Strategic decision making: Process perspectives. *Internal Journal of Management Review* , 8(1): 1-20.
- Elbanna, S. (2009). The impact of affective conflict on firm performance. *Management Research News* , Vol.32 No.9.
- Elbanna, S., Ali, A. J., & Dayan, M. (2001). Conflict in strategic decision making: Do the setting and environment matter? *International Journal of Conflict Management* , Vol.22 No.3, pp. 278-299.
- Eisenhardt, K. M., Kaahwajy, J. L., & Bourgeois, L. J. (1997). *Taming interpersonal conflict in strategic choice: How top management teams argue but stil get along*. London: Strategic decision.
- Filley, & A.C. (1975). *Interpersonal conflict resolution*. Glenview IL: Scott, Foresman.

- Fisher, B. A. (1970). Decision emergence: Phases in group decision making. *Speech Monographs* , 37, 53 - 66.
- Fraenkel, J. R., & Wallen, N. E. (1996). *How to design and evaluate research in education*. New York: McGraw-Hill, INC.
- Georhe, D., Mallery, & P. (2003). *SPSS for Windows step by step: A simple guide and references.11.0 update (4th) Ed.*, Boston: Allyn & Bacon.
- Gibson, & J. (1995). "Can't we settle this" Student conflict in higher education and option for resolution. In S. A. Holton (Ed). San Francisco: CA: Jossey-Bass.
- Gloria, J. G., & Adams, K. (n.d). *Effective group discussion*. 305-309.
- Gray, J. L., & Starke, F. A. (1984). *Organizational Behavior: Concepts and Applications*. Columbus, OH: Charles E. Merrill.
- Gucray, & S.S. (1998). Bazi kisisel degiskenler, aligilanan sosyal destek ve atilganligin karar verme stilleri ile iliskisi. *Psikolojik Danisma ve Rehberlik Dergisi* , 2 (9), 7 - 16.
- Hansen, F. (1972). *Consumer choice behavior: A cognitive theory*. New York: Free Press.
- Harter, & S. (1993). *Causes and consequences of low self-esteem in children and adolescents*. In R. F. Baumeister (Ed.), *Self-esteem: The puzzle of low self-regard* (pp.87 -116). New York:: Plenum Press.
- Hocker, J., & Wilmot, W. W. (1994). *Interpersonal conflict (4th ed.)*. Madison: WI: Brown and Benchmark.
- Holton, A., S., & Warter, W. C. (1995, July 23). *Conflict management programs in institutions of higher education*. Retrieved from <http://www.ombuds.org/holton.html>
- Hosea, R. A. (2011). *Negotiating Discomfort-Comfort: A Grounded Theory of Undergraduate Students' Decision-Making Process for Seeking or Not Seeking Help to Resolve Interpersonal Conflict*. Nova Southeastern University.
- Houston, D. A., Sherman, S. J., & Baker, S. M. (1991). Feature matching, unique features, and the dynamics of the choice process: Pre decision conflict and post decision satisfaction. *Journal of Experimental Social Psychology* , 411-430.
- Hull, C. L. (1932). The goal gradient hypothesis and maze learning. *Psychology Review* , 25-43.
- Ibrahim, S. (n.d.). Komunikasi sebagai factor determinan pengendalian konflik keorganisasian .

- Janis, I. L., & Mann, L. (1977). *A psychological analysis of conflict, choice and commitment*. New York: Free Press: Free Press.
- Janssen, O., Vliert, V. D., E., & Veenstra, C. (1999). "How task and person conflict shape the role of positive interdependence in management teams,". *Journal of Management* , 25: 117-42.
- Jones, G. (2011). *Essential of Contemporary Management*. Mc Graw Hill.
- Josephs, A., R., Larrick, R., Steele, M., C., et al. (1992). Self-esteem and risk aversion in decision making. *Journal of Personality and Social Psychology* , 62 (1), 26 - 37.
- KA., J. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. *Adm Sci Q* , 40:256-82.
- KA., J. (1997). *Affective and cognitive conflict in work group: increasing performance through value-based intragroup conflict*. Thousand Oaks, CA:Sage: In: de Dreu CKW, Van de Vliert E, editors. Using conflict in organization. p.87-100.
- Kirchoff, N., & Adams, J. (1982). *Conflict management for project managers*. Drexel Hill: Project Management Institute.
- Kolb, D. M., & Putnam, L. L. (1992). The multiple face of conflict in organizations. *Journal of Organization Behavior* , 311-21.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement* , 30, 607-610.
- Krishnaswami. (2002). *Methodology of research in social science*. Dehli: Himalaya.
- Kuhn, T., & Poole, M. S. (2000). Do conflict management style affect group decision making? *Human Communication Research* , Vol.26 No.4, pp. 558.
- Lewin, K. (1964). *Die psychologische Situation bei Lohn und Strafe (The psychological situation of reward and punishment)*. Darmstadt: Wissenschaftliche Buchgesellschaft. (Original work publisher 1931) .
- Lippitt, G. L. (1982). *Organizational renewal: A holistic approach to organization development*. New: Prentice-Hall.
- Luce, M. F., Bettman, J. R., & Payne, J. W. (1997). Choice processing processing in emotionally difficult decisions. *Journal of Experimental Psychology: learning memory and Cognitive* , 384-405.
- McBurney, & D.H. (2001). *Research Method, 5th Ed*. CA :: Wadworth Publishing Company.

- Mellers, B., Schwartz, A., Ho, K., & Ritov, I. (1997). Decision affect theory: How we feel about risky options. *Psychological Science* , 423-429.
- Miller, N. E. (1944). Experimental studies of conflict. . *Personality and the behavior disorder* , 431-465.
- Miller, & D. (1987). Strategic making and structure: analysis and implication for performance. *Academy of Management Journal* , 30, 6-31.
- Mohammed, S., & Ringeis. (2001). Cognitive diversity and consensus in group decision making: The role of inputs, processes and outcome. *Organizational Behavior and Human Decision Proeses* , 85: 310-335.
- Nelson, & M. (1995). Interpersonal team leadership skills. *Hospital Material Management Quarterly* , 16 (4), 53-63.
- Olson, B. J., Parayitam, S., & Bao, Y. (2007). Strategic decision making: The effects of cognitive diversity, conflict and trust on decision outcome. *Journal of Management* , Vol.33 No2, pp. 196-222.
- Oxford . (n.d.). Retrieved from <http://oxforddictionaries.com/definition/english/conflict>
- Parayitam, S., & Dooley, R. S. (2009). The interplay between cognitive and affective conflict and cognition and affective based trust in influencing decision making. *Journal of Business Research* , 62: 789-796.
- Pondy, L. R. (1967). Organizational conflict: concept and model. *Administrative Science quarterly* , 12: 296-320.
- Robbins, S. P. (1974). *Managing organizational conflict: A nontraditional approach*. Englewood Cliffs, NJ: Prentice Hall.
- Robbins, Stephen, & P. (1984). Essential of Organization Behavior. *Englewood Cliffs: Prentice Hall Inc.*
- Schmidt, S. N., & Kochan, W. (1972). Conflict: Toward conceptual clarity/administration. *Science Quarterly* , 17: 357-370.
- Schwenk, C., Cosier, & R.A. (1993). Effect of consensus and devil's advocate on strategic decision-making. *Journal of Social Psychology* , 23, 126 - 139.
- Schweiger, D. M., & Sandberg, W. R. (1989). The utilization of individual capabilities in group approaches to strategic decision-making. *Strategic Management Journal* , Vol.10 No.1, pp. 31-43.
- Sessa, V. I. (1996). "Using perspective taking to manage conflict and affect in teams". *Journal of Applied Behavioral Science* , 101-15.

- Snell, S., & Bohlander, G. (2010). *Principle of Human Resource Management*. United States: South Western Cengage Learning.
- Stoner, A.F. J., & Wankel, C. (1988). *Management*. Englewood Cliffs, New Jersey: Prentice Hall Inc.
- Svara, & H., J. (1990). *Official Leadership in the City: Patterns of Conflict and Cooperation*. New York: Oxford University Press.
- Swhweiger, D. M., Sandberg, W. R., & Ragan, J. (1986). group approaches for improving strategic decision making: A comparative analysis of dialectical inquiry, devil's advocacy and consensus. *Academic of Management Journal*, Vol.29 No.1, pp. 51-71.
- Thunholm, & P. (2004). Decision-making style: Habit style or both? *Personality and Individual Differences*, 36 (4), 931 - 944.
- TI, S., & RS, P. (2000). Task conflict and relationship conflict in top management team: the pivotal role of intragroup trust. *J Appl Psychol*, 85 (1): 102-11.
- Tjosvold, D. (2006). "Defining conflict and making choices about its management: lighting the dark side of organizational life". *International Journal of Conflict Management*, Vol.17, No.2, pp. 87-95.
- Tjosvold, D. (1998). *Cooperative and competitive goal approach to conflict : Accomplishments and challenges*.
- Townsend, J. T., & Busemeyer, J. R. (1989). Approach-avoidance: Return to dynamic decision behavior. 431-465.
- Tjosvold, D., & Johnson, D. W. (1977). The effects of controversy on cognitive perspective-taking. *Journal Of Educational Psychology*, 69, 679-685.
- Tversky, A., & Safir, E. (1992). *Choice under conflict: The dynamic of deferred decision*. Psychological Science.
- Velasquez, J.D., Iara, M.A., Shimon, & Y.N. (2008). Systematic resolution of conflict in Collaborative facilities design. *International Journal of Production Economics*, 116 (1), 139 - 153.
- Walton, R. E., & Dutton, J. M. (1969). *The management of interdepartmental conflict :A model and review*. Administrative Science Quarterly.
- Warioba, L. M. (2008). *Management of conflict in City and Municipal Council in Tanzania with specific references to Iringa Municipal Council and Taanga City Council*.
- Wexley, Kennet, & Gary, A. Y. (1988). *Perilaku Organisasi dan Psikologi Personal*. Jakarta: Citra Aditya Bhakti.

Wikipedia. (n.d.). Retrieved from Decision Making:
http://en.wikipedia.org/wiki/Decision_making

Wikipedia. (n.d.). Retrieved from Conflict:
http://en.wikipedia.org/wiki/Conflict_%28process%29

Winardi. (1984). *Management konflik: Konflik Perubahan dan Pengembangan*. Bandung: Mandar Maju.

WR, A. (1956). *An introduction to cybernetics*. London:: Methuen.

Young, D. L., Goodie, A. S., Hall, D. B., & Wu, E. (2012). Decision making under time pressure, modeled in a prospect theory framework . *Organizational Behaviour and Human Decision Processes* , 118: 179-188.

Zeigler, Harmon, Kehoe, E., & Reisman, J. (1985). *City Manager and School Superintendents*. New York: Praeger.

APPENDICES A



QUANTITATIVE QUESTIONNAIRE

A STUDY ON DECISION MAKING CONFLICT IN MANUFACTURING INDUSTRY

Sir / Madam

Pleased to inform, I Siti Nursyafika Binti Othman student Faculty of Technology University Malaysia Pahang is conducting research above as a partial fulfillment certification requirement Bachelor Industrial Technology Management, University Malaysia Pahang.

The purpose of the research is to get a more understanding of decision making conflict in manufacturing industry.

Accordingly, you are invited to participate in this survey. Please answer all questions in the questionnaire prepared. Try to be as honest and accurate as you can, base on your experiences. Your answer is very important to know the real problem occurs.

All information is secret and is only used for this study only. The cooperation extends, thank you.

The truth,

.....
 (SITI NURSYAFIKA BINTI OTHMAN)
 Student,
 University Malaysia Pahang
 Tel: 013-7685878
 Email: sitinursyafikaothman@gmail.com

Section A: Profile

Direction: Please tick (v) in the appropriate column.

1. Educational level

<input type="checkbox"/>	Below SPM
<input type="checkbox"/>	Post school diploma or certificate
<input type="checkbox"/>	Bachelor degree
<input type="checkbox"/>	Master degree
<input type="checkbox"/>	PHD degree
<input type="checkbox"/>	Other

2. Length of service in the organization

<input type="checkbox"/>	Below 1 year
<input type="checkbox"/>	1 to 2 years
<input type="checkbox"/>	3 to 5 years
<input type="checkbox"/>	6 to 10 years
<input type="checkbox"/>	Above 10 years

3. Level hierarchy

<input type="checkbox"/>	Manager
<input type="checkbox"/>	Supervisor
<input type="checkbox"/>	Staff
<input type="checkbox"/>	Operation line

1 → Strongly Disagree

2 → Disagree

3 → Natural

Example:

No.	Statement	1	2	3	4	5
1.	Conflict occur during the decision making process					√

Section B: Cause of Decision Making Conflict

Conflict in decision making is a matter that often happens in the organization. Is it these situation is causing the occurrence conflicting situation in decision making?

No	Statement	1	2	3	4	5
9.	Idea or opinion					
a.	There are many decision makers in the organization.					
b.	I am always willing to listen to other's opinion, and I also want to give them mine.					
c.	Decision can't be done because there is no idea (I don't know how to solve).					
d.	I can accept criticism of my opinion.					
e.	I am always willing to consider other people's opinions, but I make my own decisions.					
10.	Authorities or manager					
a.	If there are many authorities in one unit, process decision making become conflict.					
b.	Numbers of employers also play a role for me to make decision.					
c.	Once I have taken a position, I don't like to have other to try to talk me out of it.					
d.	When in a conflict with someone, I ask them to explain their position.					
e.	I find it necessary to overpower other to get my own					

	way.					
11.	Between department					
a.	The different goals of department make it difficult for me to a makes decision.					
b.	When make a decision, I am usually firm and not swayed by other.					
c.	When conflicts arise, I usually stand on my principles.					
12.	Information on particular issue					
a.	Lack of bilateral relation, cause the decision making process to be conflicting.					
b.	Information about task incomplete makes me difficult to make decision.					
c.	It difficult for me to decide what to do if the tasks are not clear.					

Section C: Decision Making Conflict

No	Statement	1	2	3	4	5
13.	Decision Making Conflict					
a.	During a conflict decision making I ask questions to clarify a statement that I'm not sure of in that decision.					
b.	I feel that during conflict in decision making conflict, someone will to feel low self-esteem.					
c.	I feel that conflict in decision making is a negative experience.					
d.	I feel that conflict in decision making will harm my relationship with other parties.					
e.	Decision making conflict also can undermine the team's ability to function effectively in the future.					
f.	If conflict occur during make decision, I will express opinion constructively.					
g.	Conflict during make decision will destructive and decreases my performance.					

-END OF QUESTION-
-THANKS FOR YOUR COOPERATION-

APPENDICES C

1. RELIABILITY ANALYSIS

Table 4.10: Reliability For The Major Variable

	No of Item	Deleted Item	Cronbach's Alpha
Opinion Among Officer Or Representative	5	0	0.748
Many Authorities In One Unit	5	0	0.659
Goals Of Different Department	3	0	0.690
Information On Particular Issue	3	0	0.748
Decision Making Conflict	7	0	0.725

2. MULTIPLE REGRESSIONS

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.596 ^a	.355	.332	.56575

a. Predictors: (Constant), Information On Particular Issue, Opinion Among Officer Or Representative, Many Authorities In One Unit, Goals Of Different Department

Table 4.14: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	19.064	4	4.766	14.890	.000 ^b
Residual	34.568	108	.320		
Total	53.632	112			

a. Dependent Variable: Decision Making Conflict

b. Predictors: (Constant), Information On Particular Issue, Opinion Among Officer Or Representative, Many Authorities In One Unit, Goals Of Different Department

Table 4.15: Coefficient^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.251	.478		.525	.601
	Opinion Among Officer Or Representative	.329	.121	.239	2.715	.008
	Many Authorities In One Unit	.498	.117	.433	4.254	.000
	Goals Of Different Department	-.001	.099	-.001	-.012	.991
	Information On Particular Issue	.032	.094	.031	.334	.739

a. Dependent Variable: Decision Making Conflict

