

WORKPLACE CONFLICT AFFECTING TEAM
PERFORMANCE IN ADVERTISING INDUSTRY AT
KLANG VALLEY

BY

CHONG MEI POH
CHANG LEE YEE
LEE JIANN WOEI
ONG YUN RU
TAY CHER HUI

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CHONG MEI POH
CHANG LEE YEE
LEE JIANN WOEI
ONG YUN RU
TAY CHER HUI

This research project is supervised by:

Tee Chee Wee
Lecturer
Department of Business
Faculty of Business and Finance

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DECLARATION

We hereby declare that:

- (1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.
- (2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.
- (3) Equal contribution has been made by each group member in completing the research project.
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Name of Student:	Student ID:	Signature:
1. Chong Mei Poh	09ABB07501	_____
2. Chang Lee Yee	10ABB00415	_____
3. Lee JiannWoei	09ABB08142	_____
4. Ong Yun Ru	09ABB06603	_____
5. Tay Cher Hui	09ABB05785	_____

Date:

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DEDICATION

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PREFACE

In completion of Bachelor of Business Administration (HONS) degree program, it is necessary to conduct a research project. As it is essential for Business Administration students to choose a topic related to management issues, hence we decided to conduct a study in the field of relationship between workplace conflict and team performance in the advertising industry within Klang Valley, Malaysia.

As an effort to manage prevailing organizations in recent years, the managers should not only focus on the aspects of sales and profitability. It is crucial for them to concern more on their employees especially in terms of effectiveness and performance because they are the most valuable asset for an organization in order to preserve sustainability in this fast-paced competitive environment. Conflict is said to be one of the determinants of team performance and is capable in bringing both positive and negative effects.

Past literature sums up not only the disadvantages of conflict but also the advantages of conflict occurring in workplace. This explains and clarifies on the consequences of having conflict within teams in an organization. The authors who conducted researches previously provide suggestions on how to minimize conflict and its consequences and also better resolutions towards settling or handling issues on conflict so as employee's morale to work is not interfered.

ABSTRACT

Given the rise in application of teams and teaming worldwide, organizations are placing greater reliance on these teams to maintain competitiveness, further improve effectiveness and efficiency, achieve competitive advantage, and ensure sustainability in this rapidly changing environment. Therefore, enhancing team effectiveness and performance has become a significant matter to prevailing organizations.

This study is about “Workplace Conflict Affecting Team Performance in Advertising Industry within Klang Valley”. Our main goal for this study is to determine types of workplace conflict which could be found within teams in an organization. Other than that, the relationship between workplace conflict and team performance is examined as well. Workplace conflicts identified include task conflict, relationship conflict, process conflict, intra-group conflict and inter-group conflict.

A total of 150 sets of questionnaires were distributed to workforce involved in advertising industry within Klang Valley, Malaysia. As a result, it is proven that there is a positive relationship between task conflict, intra-group conflict, inter-group conflict and team performance. As for relationship conflict and process conflict, a negative relationship is examined as well.

CHAPTER 1

INTRODUCTION

1.0 Introduction

The purpose of this research is to examine the workplace conflict that may affect the team performance in Advertising Industry. This chapter has clarified the research background, problem statement, research objectives, research questions, and hypotheses of the study, significance of the study, chapter layout and conclusion.

1.1 Research Background

Nowadays, organizations around the world are doing their best to increase their market share. The explosive growth of the global marketplace has enormous pressures on employer and employees to understand the complexities of new and different environment. In response to the growing demands for efficiency and

flexibility, organizations are becoming increasingly dependent on teams to develop new products and solve the important problems.

Researchers found that the exercise of teams and team-based structure company has become very common (Devine, D. J., Clayton, L. D., Philips, J. L., Dunford, B. B., and Melner, S. B.,1999). In this competitive business world, researchers claim that teams are playing an important role to the effective organizational work (Stewart and Barrick, 2000).

Nowadays, many organizations have applied team-based structure mainly because teams are able to increase an organization's flexibility, running a complex production processes, and facilitating the mutual adjustment. Besides, teams are vital as they can combine abilities and resources, or by adding the knowledge and creativity into the work since they are come from diverse background. This would establish a sustainable competitive advantage and enhance a company performance (Grant, 1991; Hamel and Prahalad, 1994).

However, researchers have discovered that people is difficult to work in team (Campion, Medsker and Higgs, 1993; Hare and O'Neill, 2000). Amason (1996) and Evan (1965) discovered that conflict has lead to tremendous problems in teams and it is one of the major issues that will affect the team performance, or even organizational performance. Boulding (1963) has defined conflict as the disagreement in opinions or inconsistent desires among the parties. It would restrict the establishment of trust and respect among team members (Langfred 2007) and is likely to damage team effectiveness (Jehn and Mannix, 2001). Moreover, researchers have found that conflict is unfavorable to team productivity and satisfaction (Gladstein, 1984; Saavedra, Earley, & Van Dyne, 1993; Wall

&Nolan, 1986). This is due to the conflict produces tension, anger and frustration that might cause members to work less effectively with each other. All of this emotion would reduce satisfaction of employee and distracts them from performing the task effectively.

Yet, not all conflict is bad. Deutsch (1973), Coser (1956), and Walton (1969) claim that low levels of conflict could be beneficial to team performance. According to Schulz-Hardt, Mayer, and Frey (2002), teams can make better decisions since members provide different idea and opinion. Indeed, in some cases, Jehn (1995), Pelled, Eisenhardt, &Xin, (1999) found that teams are able to work through conflict successfully, and this has been said to strengthen their ability to work together in the future.

In this study, we are going to discuss various types of workplace conflicts which are task conflict, relationship conflict, process conflict, intra-group conflict and intergroup conflict, and to investigate that how these conflicts will affect our team performance.

The conflict researchers, Amason (1996); Amason and Schweiger (1994); Barki and Hartwick (2004); Jehn (1995) &(1997) have discovered that relationship conflicts is negatively related to team effectiveness due to personality clashes and interpersonal antagonism, while moderate of task conflicts has positive effect to the team performance. This is because task conflict encourages greater understanding on the problem and tends to make a better decision. Yet, high level of task conflict can cause member dissatisfaction and resignation. De Dreu & Van de Vliert, (1997); Jehn, (1995); Simons & Peterson, (2000) argued that task conflict could come out with the negative consequence toward team effectiveness

which include distracting team members from their goal and hindering performance.

Process conflict is a theoretically separate and important form of conflict which is different from task and relationship conflict. Jehn (1997) defined that process conflicts as disagreements about task allocation such as who's responsible for what and how things should be delegated. According to Costa (2003); Greer and Jehn (2007), it may decrease the level of trust if members disagree with a decision regarding a task delegation because it has appear a negative assessment of other members' abilities and competencies. And lastly, it could impair the team performance.

Furthermore, Jehn (1995) and Pelled (1996) have determined that intra-group conflicts are another vital aspect of team effectiveness. Everyone has their own personality characteristics, attitudes, and ways of working. People with diverse background will come out with different view point, and it is likely to be a source of disagreement or conflict. Pelled (1996) have noticed that team members are likely to believe in the communication of others members, or even share information with each other if they recognized a high level of conflict. Even though intra-group conflicts may be useful in some situation, but Saavedra, Barley, and Van Dyne (1993) have argued that intra-group conflicts are considered harmful to the team. Apart from that, inter-group conflicts may have some effects on team performance too. Brewer & Brown (1998) has defined it as disagreements between the members of two or more groups. It may arise because of prejudice and discrimination against others group members.

As we mentioned, many companies are relying on team to increase the organizational performance, advertising firms as well. Advertising is an important step in promoting the business, whether it is through online or distribution. Advertising agencies work within complex network environments which involving internal relationships between staffs and external relationships other departments. Advertising agency is an instrument through which advertising is planned by advertising specialists, working as a team to render advisory and creative services to advertisers in planning and preparing advertisements, and in placing and checking them, on a fee or commission basis. According to O'Guinn, Allen, and J.Semenik (2009), tension and conflicts are usual in advertising industry.

In this study, we choose to conduct the research at Klang Valley because the area is large and has a lot of advertising firms. It could benefit us in conducting the survey. Moreover, we found that the study of conflict is few at Klang Valley. The contribution of this study is to provide reader a better understanding of the conflict, and examine how these conflicts is affecting the team performance in advertising sector in Klang Valley, whether they are beneficial or detrimental in team performance.

1.2 Problem Statement

Work in advertising is fast-paced and exciting, but it also can be stressful. Workers who work on a tight schedule can be emotionally draining such as advertising consultants are often under pressure to manage their time carefully. In

addition, frequent meetings with clients and media representatives may involve substantial travel.

In this study, we have explored the tensions and basis for conflict which exist in relationships between advertising and other agencies that involved in the process of advertising planning. Malefyt, T., D. (2003) discovered that advertising agencies are work in a complex network environment. They have to communicate with internal staff and variety of agency partners including media, research and other marketing agencies. The collaboration of such networks might emerge with conflicts and bring impact to team performance, or even organizational performance.

Moeran (1993), Kemper (2001), and Miller (2003) have distinguished the existence of power struggles, negotiated relationships redolent within traditional advertising firms. The appearances of negative relationship and conflict in advertising and other agencies that involved in advertising planning have been found in advertising sector. Labianca, G., Brass, D. J. and Gray, B. (1998) define negative relationship as a set of negative judgment and feelings with the purpose of interrupt another's outcomes. It might appear conflict and impair organizational performance.

Duckworth (2005) has found that different opinions on the task can appear from organizational roles and personality stereotypes. This will create a tension and provide a basis of conflict between advertising and other agencies that involved in the process of advertising planning. Besides that, Jehn and Mannix (2001) claim that intense challenges in opinions between team members can decrease the level of trust among team members. Besides that, the controversial elements of

advertising planning have happen due to the cultural stereotype. People from different countries always have stereotypes about each other. People might not agree with others idea during advertising planning process. Thus, it might appear the conflict and break the collaboration among the agencies.

Moreover, O'Guinn, Allen, and J.Semenik (2009) discovered that departments in advertising firms do not always share the same ultimate goal for advertisement. For instances, creative department see advertising as an instrument to communicate a personal creative ideology that will further their careers. Whereas the account manager is serving as liaison between client and agency to achieve some predetermined objective in the marketplace. Conflict might take place in such situation because they can't reach the agreement and thus impair organizational performance.

Lastly, we found that conflicts of interests are emerged between those involved in advertising planning. In the struggle to gain power over the advertising planning process, different people can be seen to have contradictory roles, with overt and covert political actions. Such circumstances can create tension and conflict and breakdown in agency relationships at last.

1.3 Research Objectives

The purpose of this research is to investigate the increasing occurrence of workplace conflict that influences team performance.

1.3.1 General Objective

The main objective for this research is to identify the significance of conflict occurrence in the workplace around advertising company. Other than that, we will determine the existence, impact and consequences of conflict within business relationships. Besides that, we will investigate how are these workplace conflict will affect team performance.

1.3.2 Specific Objectives

- To investigate whether conflict have any impact on the workers.
- To determine each conflict chosen has negative or positive relationships between conflict and team performance within the advertising industry
- To examine the significance of conflict occur in the team within the company of advertising industry.

1.4 Research Questions

There are several research questions that are being drawn out after determining the variables which are task conflict, relationship conflict, process conflict, intra-group conflict, and inter-group conflict that will affect the team performance in the Advertising Industries. These questions are:

- Does workplace conflicts interfere team performance?
- Will task conflicts bring any impact to team performance?
- How relationship conflicts affect team performance?
- Does team performance influenced by process conflict?
- How intra-group conflicts affect team performance?
- Does inter-group conflict have relationship with team performance?
- Does workplace conflicts should occur in the a team?

1.5 Hypotheses of the Study

Hypotheses 1

H_0 = There is no significant relationship between task conflict and team performance.

H_1 = There is a significant relationship between task conflict and team performance.

Hypotheses 2

H_0 = There is no significant relationship between relationship conflict and team performance.

H_1 = There is a significant relationship between relationship conflict and team performance.

Hypotheses 3

H_0 = There is no significant relationship between process conflict and team performance.

H_1 = There is a significant relationship between process conflict and team performance.

Hypotheses 4

H_0 = There is no significant relationship between intra-group conflict and team performance.

H_1 = There is a significant relationship between intra-group conflict and team performance.

Hypotheses 5

H_0 = There is no significant relationship between inter-group conflict and team performance.

H_1 = There is a significant relationship between inter-group conflict and team performance.

Hypotheses 6

H_0 = There is no significant relationship between workplace conflict and team performance.

H_1 = There is a significant relationship between workplace conflict and team performance.

1.6 Significance of the Study

Many organizations have implanted team-based structure in today business. However, the challenges of working effectively in teams are considerable. Conflict is the major determinant of the team performance. It defines as any disagreement that creates discomfort and disaffection among people in a team (Thomas, 1992).

Conflict is part of the dynamic of life that drives us into the future. According to De Dreu and Van De Vliert, (1997), conflict can be an important element towards team effectiveness. The purpose of this study is to provide a better understanding

of the overall situation of the conflict in the workplace. By figuring out the factor and types of conflict occurring in an organization, it helps to improve the performance of team as well as organization. Furthermore, Jehn (1997) has also developed a more detailed model of the conflict types and element which may help us have a better understanding to the functional and dysfunctional of conflict. Generally, if the result of a conflict is positive, then the conflict is considered “good” and if the result is negative, then the conflict is considered “bad”. This is because people coming from different viewpoints and experiences, and having different perceptions. Therefore, they are not going to agree all the time. Some people may see conflicts as completely negative while others respond as if conflict is an obstacle that actually provide new opportunities for improvement. However, according to De Dreu, Weingart and Kwon (2000); Jehn and Mannix, (2001); Lovelace, Shapiro and Weingart, (2001); Rubin, Pruitt and Kim, (1994) has suggested group member should able to manage their conflict constructively in order to enhance team effectiveness.

Based on this study, we know that how conflict will influence the team performance and how the management or employer solve the conflict among the team member. The improvements on the conflict issues indirectly increase the productivity and satisfaction of the team members. In a nutshell, this study is very useful for all levels of management in the organization. It helps them to understand the correlation of conflict and team performance and what to do to resolve destructive conflict to enhance team performance.

1.7 Chapter Layout

This research proposal consists of five chapters which is introduction, literature review and research methodology, research result, discussion and conclusion.

Chapter 1: Introduction

Chapter 1 is an overview of the research study and brief description of the study background, problem statement, research objectives, research questions, and significance of the study. It sets the research objective to be achieved, the research question to be answered and also the research hypotheses to be tested and determined.

Chapter 2: Literature Review

Chapter 2 involves the introduction and review of the literature about the topic that will be provided with further investigation. Besides that, the review of the relevant theoretical model also has been constructed to develop a theoretical framework which identify of the relationships among the important variables in the problem situation. Furthermore, the relevant hypothesis will be developed and tested once the variables have been established. Finally, conclusion will be drawn. Hence, the literature review is a clear and logical presentation of the relevant research work conducted thus far in the research field of interest.

Chapter 3: Research Methodology

Chapter 3 includes the introductory overview about the research methodology that is used to carry out the research proposal which include research design, data collection methods, sampling design, research instrument, construct measurement, data processing, and data analysis.

Chapter 4: Research Result

Chapter 4 is about the analyses of the results which are relevant to the research questions and hypotheses. It provides the descriptive analyses about the respondent demographic profile and measurement of central tendencies. Moreover, this section also provides the reliability analyses and inferential analyses.

Chapter 5: Discussion and Conclusion

Chapter 5 brings out a discussion on major findings to justify the research objectives and hypotheses. Besides that, this phase also provides a summary description of the entire descriptive and inferential analyses that have been introduced on previous chapter. Furthermore, this stage has contributes the implication and limitation of the study. Lastly, this chapter will be end up by the recommendation for future research and overall conclusion of the entire research project.

1.8 Conclusion

In this chapter, the research background, problem statement, research objective, research question, hypotheses of the study, and the significance of study has been discussed. This chapter provides a basic insight of the whole research proposal. Research background reveals the conflict types significant enough to influence the team performance. Besides that, this research has developed six relevant hypotheses based on the relevant literature. The significance of study focused on the importance of conducting this research. It provides us a better understanding about how the workplace conflict would affect the team performance in business today. As a conclusion, this research has contributed the relationship between several types of conflict and team performance, and the consequences of the conflict. In the Chapter 2, the literature review will be further investigated.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

A literature review is an academic writing that surveys different reference sources and presents information for the reader to analyze. It is a step by step process that involves the identification of published and unpublished work from secondary data sources on the topic of interest, the evaluation of this work in relation to the problem, and the documentation of this work (Sekaran & Bougie, 2010).

The main purpose of this chapter is to further study on the issue of team performance and the types of conflict which influence it. In order to do so, a broad review on its literature will be conducted in search of evidence and theoretical point of views. In this chapter, a review of the literature as well as its relevant theatrical models will be discussed concerning types of conflict affecting team performance. Relevant information is gathered from materials such as journal articles, books, internet and other sources. Then, its theoretical or conceptual framework will be proposed and a development of hypotheses comes next in order

to further examine its results. Finally, a brief conclusion will be discussed to summarize this whole chapter.

2.1 Review of Literature

2.1.1 Team and Team Performance

Teams and teaming have become hot topics since the 90's (Guzzo, 1995, p. 1) as organizations are placing greater reliance on team-based arrangements in order to improve quality, productivity, problem solving, customer service and the experience at work for their members. Team-based environments are able to provide improvement in terms of highly coordinated work life (Jones, 2004). It was also said that organizations are more inclined to select and give responsibility of complex decision making to teams instead of individuals as this can be seen daily in situations such as a team of detectives is preferred to investigate homicide cases rather than a single officer (Mesmer-Magnus & DeChurch, 2009).

What exactly is a team? According to Townsley (2009), team is defined as an organized group, committed to the individuals within the group, whose members share the same intent of accomplishing a common goal. In addition, the author also mentioned that one advantage a team has over an individual is its diversity of resources, knowledge, and ideas. Team also provides better outcomes since there is a combination of multiple experiences and knowledge bases joining together to

resolve issues and make decisions (Sikes, Gulbro, & Shonesy, 2010). On the other hand, Mesmer-Magnus & DeChurch (2009) also suggested that utilizing teams could expand the pool of information which is essential in providing higher quality resolutions than what could be offered by individuals. This is why organizations are more inclined to utilize teams.

Given the rise of work teams in recent decades (Cohen & Bailey, 1997), enhancing team effectiveness has become a significant concern of modern organizations. Therefore, organizations must be aware of the factors which affect team performance. According to Guzzo and Shea (1992) as well as Hackman (1992), team performance is acknowledged as a generalized framework that comprises of inputs (resources), processes (collective effort) and outcomes (specific performance indicators). In this case, team performance is measured by factors such as quality of work, quantity of work, decision quality, adherence to schedule and budget as well as others.

The issue on how to measure team performance is addressed by Zigon (1995) as he pointed out that it is not easy to measure team performance provided that a systematic process for examining the task of team and measurement methods that is able to deal with wide range of work teams undertake is present. The causes of difficult team measurement include unclear on which results to measure, uncertain on how the measurement will be conducted and also the doubling of the size of measurement task as measurements must be done at both teams and individuals levels. The author proposed as seven-step process for measuring team performance as well which includes review the existing organizational measures, define team measurement points, identify individual team-member

accomplishments that support the team, weight the accomplishments, develop team and individual performance measures, develop team and individual performance standards and lastly decide how to track performance.

Due to the unique structure of team, quite likely, people working together apply different personal assumptions and interpretations to their work tasks (Keyton & Beck, 2008). Hence, conflicts within teams are probable. Emerging researches suggested that group members must be able to manage their conflicts constructively to make their teams effective (De Dreu, Weingart & Kwon, 2000; Jehn & Mannix, 2001).

2.1.2 Conflict

Conflict is the awareness on the part of the parties involved of discrepancies in opinions, incompatible wishes, or irreconcilable desires (Boulding, 1963). Conflict is said to be almost certain to occur in work teams. This is because work teams are made of different people with perceptions, personalities and behaviors. In addition, when individuals come together in work teams, there are differences in terms of power, values and attitudes, and social factors and that all contribute to the creation of conflict (United Nations Economic and Social Commission for Asia and the Pacific, 2002).

Rahim (2002) suggested that conflict may occur in 6 situations, whereby it is when a party is required to engage in an activity that is incongruent with his or her

needs or interests; a party holds behavioral preferences, the satisfaction of which is incompatible with another person's implementation of his or her preferences; a party wants some mutually desirable resource that is in short supply, such that the wants of everyone may not be satisfied fully; a party possesses attitudes, values, skills, and goals that are salient in directing his or her behavior but are perceived to be exclusive of the attitudes, values, skills, and goals held by the other(s); two parties have partially exclusive behavioral preferences regarding their joint actions as well as when two parties are interdependent in the performance of functions or activities.

The discussion about the relationship between group conflict and performance has taken shape over 50 years dating back to Guetzkow and Gyr (1954). Early organizational conflict theorists suggested that conflict is detrimental to organizational functioning (Pondy, 1967). As suggested by Evan (1965), conflicts can distract members from task accomplishment, decreasing team productivity and task efficiency. Not only that, conflict has been suggested to interfere with team performance and reduce satisfaction because it produces tension, antagonism, and distracts team members from performing the task as well.

In contrast, more recent studies have demonstrated that conflict can be beneficial, so that it might even be recommended to stimulate conflict (Schulz-Hardt, Mayer, & Frey (2002); Amason, 1996; Jehn, 1994; Van de Vliert & De Dreu, 1994). However, according to United Nations Economic and Social Commission for Asia and the Pacific (2002), conflict itself is neither good (functional) nor bad (dysfunctional). Generally, if the result of a conflict is positive, then the conflict is considered “good” and if the result is negative, then the conflict is considered “bad”.

2.1.3 Task Conflict

Different researchers have their own rationale in defining task conflict. Task conflict is defined as conflicts about the distribution of resources, procedures and policies, and judgments and interpretation of facts (De Dreu & Weingart, 2003). Task conflict is also said to be the disagreement among the group members' ideas and opinions about the task being performed (Chou & Yeh, 2007). For example, disagreement regarding an organization's current hiring strategies or the appropriate information to include in an annual report. Task conflict is most likely to occur when members of team came across with conflict regarding the work they do, differences of opinions, disagreements regarding work being done, and frequent conflict on ideas (Berdensky et al. 2010). The common distinction between task conflict and other conflicts is that it is the disagreements regarding the matter of the task due to distinctive point of views, thoughts and judgments.

Simons and Peterson (2000) summarized the literature by noting that groups who experience task conflict tend to make better decisions because such conflict encourages greater cognitive understanding of the issue being considered. Task conflict can improve decision-making outcomes and group productivity by increasing decision quality through incorporating devil's advocacy roles and constructive criticism (Cosier and Rose, 1977; Schweiger, Sandberg, and Rechner, 1989; Amason, 1996). Team members' capabilities and prior knowledge are utilized better when the conflict is task-focused, rather than when conflict is absent or relationship-focused. It is suggested that moderate levels of task conflict

are constructive, since they stimulate discussion of ideas that help groups perform better (Jehn, 1995). Task conflict assists members of a team to communicate different ideas, explain notion, merge objectives, and recognize decision in order to enhance the performance of team.

While some research proved that moderate levels of task conflict can be beneficial for specific types of performance under certain circumstances, for example, non-routine tasks which are mentioned by Jehn (1995) and De Dreu & Weingart (2003) and innovative tasks from De Dreu (2006), the majority of the research indicates that task conflicts, hinder group performance and member satisfaction. High levels of task conflict triggers negative emotional states such as dissatisfaction, frustration, tension, antagonism, and unhappiness between group members, and an indisposition to work together in the future (Jehn, 1995; Curseu, Boros & Oerlemans, 2012). Not only that, task conflict is also seen as the predecessor of relationship conflict as well (Curseu & Schruijer, 2010; Greer, Jehn & Mannix, 2008).

Research from Medina, Dorado, Munduate, Martinez and Cisneros (2002) proposed that positive link exist between task and relationship conflict. The relation between task conflict and satisfaction, well-being and group commitment is mediated by relationship conflict. It is possible that task-related conflicts may transform into relationship conflicts. For instance, if group members cannot agree on task issues, they may begin to dislike other members and attribute this task-related conflict to personality issues (Jehn, 1997). This contributes to the further researches in the field of association between task and relationship conflict in groups (Ayoko, Callan & Hartel, 2008; Nair, 2008; Speakman & Ryals, 2010).

2.1.4 Relationship Conflict

As for relationship conflict, it is defined as an awareness of interpersonal incompatibilities, includes affective components such as feeling tension and friction. Relationship conflict refers to conflicts about personal taste, political preferences, values and interpersonal style (De Dreu & Weingart, 2003). It is also related to tension, animosity, and annoyance among members within a group. It is concerned with emotions that are unrelated to the task. (Chou & Yeh, 2007). Relationship conflicts are also said to be the disagreements and incompatibilities among group members regarding personal issues that are not task-related. Relationship conflicts that are frequently reported are about social events, gossip, clothing preferences, political views and hobbies (Jehn, 1997). It involves personal issues such as dislike among group members and feelings such as annoyance, frustration, and irritation (Jehn & Mannix, 2001).

Empirical research shows a negative association between relationship conflict, productivity, and satisfaction in groups (Evan, 1965; Gladstein, 1984; Wall and Nolan, 1986). Negative responses such as anxiety, affiliation and hatred resulting from relationship conflict influence the performance of team members, lowering their efficiency and reducing team performance. Relationship conflict interfere with task-related effort because members focus on reducing threats, increasing power, as well as attempting to build cohesion rather than working on the task and these limit the information processing ability of the team (Simons and Peterson, 2000).

According to Deutsch (1969), relationship conflicts decrease goodwill and mutual understanding, which hinders the completion of organizational tasks. Time is often spent on interpersonal aspects of the group rather than on technical and decision-making tasks (Evan, 1965). The conflict causes members to be negative, irritable, suspicious, and resentful. This is consistent with past research as relationship conflict has been found to be detrimental to the development of strategic consensus (Knight, Pearce, Smith, Olian, Sims, Smith & Flood, 1999), to individual and group performance and member satisfaction (Jehn, 1995). Since relationship conflict is not related to task, team members often experience strong negative emotions, misperceptions or stereotypes, poor communication or miscommunication, or repetitive negative behaviors. These situations could amount to destructive conflict and team performance will be affected. To date, there has been no evidence of positive effects of relationship conflict on either performance or satisfaction.

2.1.5 Process Conflict

Process conflict is defined as disagreements about logistical and delegation issues such as how task accomplishment should proceed in the work unit, who's responsible for what, and how things should be delegated. According to Jehn, Greer, Levine, & Szulanski, (2008), it is proposed that process conflict is a conceptually separate and important form of conflict that is different from task and relationship conflict and that has separate effects on group outcomes. For example, when group members disagree about whose responsibility it is to complete a specific duty, they are experiencing process conflict.

As suggested by Jehn (1997), in her study, unit members perceived causes, displays, and consequences of process conflict as uniquely and identifiably different from task conflict. Process conflicts were about the means to accomplish the specific tasks, such as disagreements about "the composite of the team and who should do what," and how to utilize members and schedule tasks efficiently. Process conflict is similar to past organizational constructs such as distributive conflict (Kabanoff, 1991) or procedural complexity (Kramer, 1991). Kabanoff defined distributive conflict as political contention about rules that dictate the allocation of material interests. Procedural complexity includes conflicts over group means such as the exchange of resources and role responsibilities (Kramer, 1991).

Jehn (1997) noted that process conflicts interfere with task content quality and often misdirect focus to irrelevant discussions of member ability. When member's ability is disrupted, it will eventually affect the performance of the whole team. Jehn et al. (2008) found out that all 3 types of conflict which includes task, relationship as well as process conflict will decrease positive emergent states (attitudes, values, cognition held by members) within group and this finding is further supported by Greer et al. (2011) specifying that process conflict is one of the conflicts which negatively affects team performance. For example, group members disagree about whose responsibility it is to complete a specific duty, they are experiencing process conflict. When process conflict occurs, the conflicting members have their own interpretation of procedures needed to achieve a particular task. They tend to defend their own ways of doing things. This causes not only delay in work, it will indirectly affect the performance as well.

Despite the negative effects of process conflict, changes in job assignments and responsibilities were sometimes necessary and even boosted group productivity (Jehn, 1997). Small amounts of process conflict that were resolved by efficient duty assignments are able to facilitate performance.

2.1.6 Intra-group Conflict

Intra-group conflict is defined as conflict within a group, in other words, disagreements between the members within the group (United Nations Economic and Social Commission for Asia and the Pacific, 2002). Intra-group conflict refers to a specific kind of conflict that occurs between members of a group that shares common goals, interests or other identifying characteristics. Intra-group conflict is most commonly seen in workplaces which divide their workers into separate teams or departments to run the organization's daily operation. An example of intra-group conflict would be members of a marketing group debating over the best way to launch a product.

Jehn (1997) identified the presence of four conflict dimensions of intra-group conflict including negative emotionality, importance, acceptability and resolution potential. The dimension of emotionality refers to the amount of negative affect exhibited and felt during the conflict. Other predictors of group performance, beyond the frequency or number of times conflict episodes occur within groups, are the size or scope of a conflict (Deutsch, 1969; Bagozzi, 1993; Russell and Fehr, 1994) and its duration, and Jehn labeled it as importance. The acceptability dimension refers to group norms about conflict and communication and it is found

that in groups with acceptability norms about conflict, members willingly discussed problems and openly displayed feelings of conflict. Resolution potential refers to the degree to which the conflict appears possible to resolve.

Berdensky, Behfar, Weingart, Todorova, Bear & Jehn (2010) suggested that intra-group conflict has paradoxical effects on group performance as it both restricts and facilitates information sharing and processing, potentially generating both functional and dysfunctional group dynamics. Honest disagreement between team members normally provides the mechanism that helps decision-makers select the best solution to a problem but misconceptions might generate negative feelings between team members that degrade productivity.

2.1.7 Inter-group Conflict

Inter-group conflict is defined as the conflict which occurred between two or more groups. For example, between human resource department and marketing department. The view of the origins of intergroup conflict can also be seen in early research on group relations in social psychology. Field experiments by Muzafer Sherif and his associates (1961) showed that intergroup conflict can arise from competition for scarce resources among groups that have no other basis for animosity (realistic conflict theory).

Intergroup conflict requires actively setting the ingroup's interests against the outgroup's interests (Tajfel & Turner, 1979). When the presence of an outgroup

directly challenges the value of belonging to an ingroup (as is the case in intergroup conflict), ingroup members experience a threat to the value of their group, prompting them to protect their social identity and defend the value of the group (Branscombe, Ellemers, Spears, & Doosje, 1999).

Enns and Rotundo (2006) identified two types of inter-group conflict as well which are realistic conflict and relative deprivation and they are capable of affecting performance of the team. Realistic conflict theory views conflict between groups as generated by an interdependent competition for scarce resources (Hogg & Abrams, 1988). Relative deprivation theory considers conflict to arise from perceptions of unequal and unfairly discrepant outcomes between groups. The group-based form of relative deprivation, fraternal relative deprivation, is based on social comparisons between one's own and other groups where one's ingroup is disadvantaged by a perceived outcome inequality.

Fisher (1990) suggested that intergroup conflict occurs between collections of people such as ethnic or racial groups, departments or levels of decision making in the same organization, and union and management. Competition for scarce resources is a common source of intergroup conflict, and societies have developed numerous regulatory mechanisms, such as collective bargaining and mediation, for dealing with intergroup conflict in less disruptive ways.

Walton and Dutton's (1969) literature review suggested that the consequences of intergroup conflict can be both functional and dysfunctional, depending on the attributes of conflictful lateral relationships. Julian and Perry's (1967) experimental study found that groups in competitive conditions increased quality and quantity of their output more than the groups under cooperative conditions. In

a field study with a collegiate sample of business students, intergroup conflict was also found to be negatively associated with perceptions of organizational effectiveness(i.e., productivity, adaptability, and flexibility), organizational climate, and job satisfaction (Rahim, 1983e). Whether the outcome of intergroup conflict is effective or ineffective depends on how the conflict was handled.

2.2 Review of Relevant Theoretical Models

2.2.1 The Pivotal Role of Emotion in Intragroup Process Conflict by Greer and Jehn (2007)

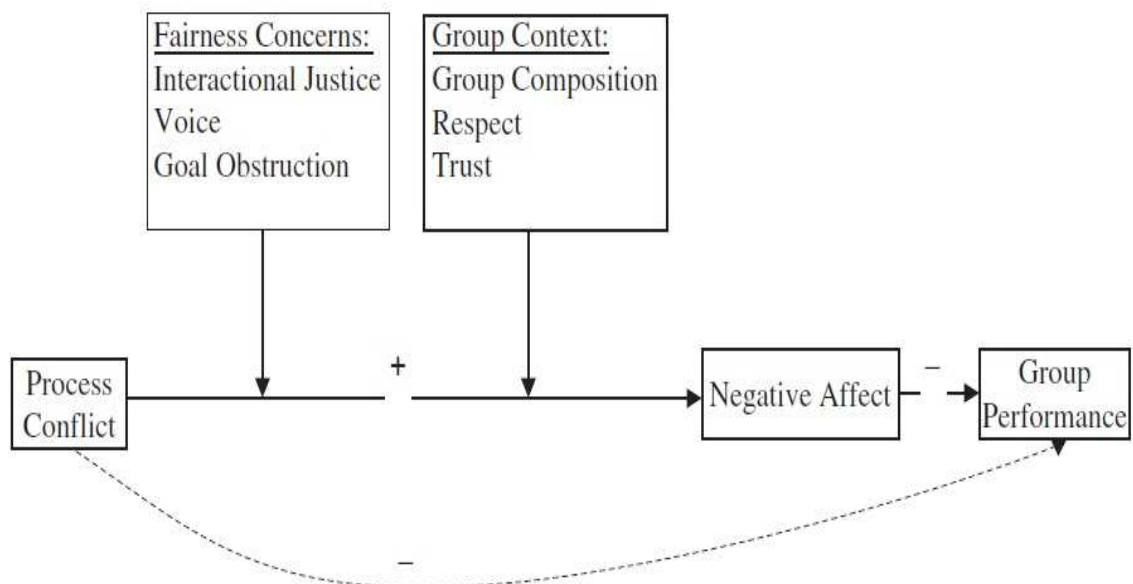


Figure 2.1: Greer & Jehn (2007)

Figure 2.1 shows the model proposed by Greer and Jehn (2007) regarding the effects of process conflict on group performance. The authors attempted to better understand the mechanisms underlying the effects of process conflict on team performance by exploring the role of negative affect in explaining the negative effects of process conflict on performance. Their findings show that negative affect does fully mediate the relationship between process conflict and group performance. Additionally, a set of conditions relating to fairness concerns and group context, which may have an influence on the relationship between process conflict and negative affect is investigated as well. It is found out that when voice is high and perceived goal obstruction and subgroup existence are low, the relationship between process conflict and negative affect is ameliorated, thus allowing for more positive effects of process conflict to emerge.

2.2.2 Task versus Relationship Conflict, Team Performance, and Team Member Satisfaction: A Meta-Analysis by De Dreu and Weingart (2003)

As being suggested by De Dreu and Weingart (2003) in their research entitled “Task versus Relationship Conflict, Team Performance, and Team Member Satisfaction: A Meta-Analysis”, the associations between relationship conflict, task conflict, team performance, and team member satisfaction are valid. Consistent with past researches, results revealed strong and negative correlations between relationship conflict, team performance, and team member satisfaction. In contrast to what has been suggested in both academic research and introductory

textbooks, however, results also revealed strong and negative (instead of the predicted positive) correlations between task conflict, team performance, and team member satisfaction. As predicted, conflict had stronger negative relations with team performance in highly complex (decision making, project, mixed) than in less complex (production) tasks. Finally, task conflict was less negatively related to team performance when task conflict and relationship conflict were weakly, rather than strongly, correlated.

2.2.3 The Influence of Proportional and Perceptual Conflict Composition on Team Performance by Jehn and Chatman (2000)

In addition, both authors, Jehn and Chatman (2000) suggested a second generation of conflict research that recognizes that the type of conflict present in a group relative to the other types present (proportional conflict composition) and the amount of conflict perceived to the amount perceived by other members (perceptual conflict composition) may be critical to group functioning. They found out that group conflict compositions consisting of high levels of task-related conflict compared to relationship and process conflict (proportional task conflict) are high performing, satisfied teams. In addition, when team members disagree about the amounts of conflict present (high perceptual conflict), evidence proving the presence of negative group outcomes was identified. This research clearly demonstrated the associations between workplace conflicts such as task conflict, relationship conflict, as well as process conflict and team performance.

2.2.4 A Multimethod Examination of the Benefits and Detriments of Intragroup by Jehn (1995)

On the other hand, as for intra-group conflict, Jehn (1995) addressed the question of whether conflict can be beneficial by examining the effects of conflict on both individual as well as group-level variables to provide a more refined model of intra-group conflict. Results indicate that whether conflict was beneficial depended on the type of conflict and the structure of the group in terms of task type, task interdependence, and group norms. It is said that in groups performing very routine tasks, disagreements about the task were detrimental to group functioning whereas in groups performing non routine tasks, disagreements about the tasks did not have a detrimental effect, and in some cases, such disagreements were actually beneficial.

2.2.5 Managing Conflict in Organizations by Rahim (2001)

Last but not least, Rahim (2001) proposed a model in clarifying on how intergroup conflict affects team performance. Whether the outcome of intergroup conflict is effective or ineffective depends on how the conflict was handled by the involved groups. The consequences of intergroup conflict may be quite dysfunctional if it is handled through obliging, dominating, avoiding, and compromising styles. If the group members or their representatives manage their conflict with an integrating or problem-solving style, the consequences could be

quite functional (Blake & Mouton, 1984). The author suggested ways to manage inter-group conflict effectively to improve group outcomes as well.

2.3 Proposed Theoretical / Conceptual Framework

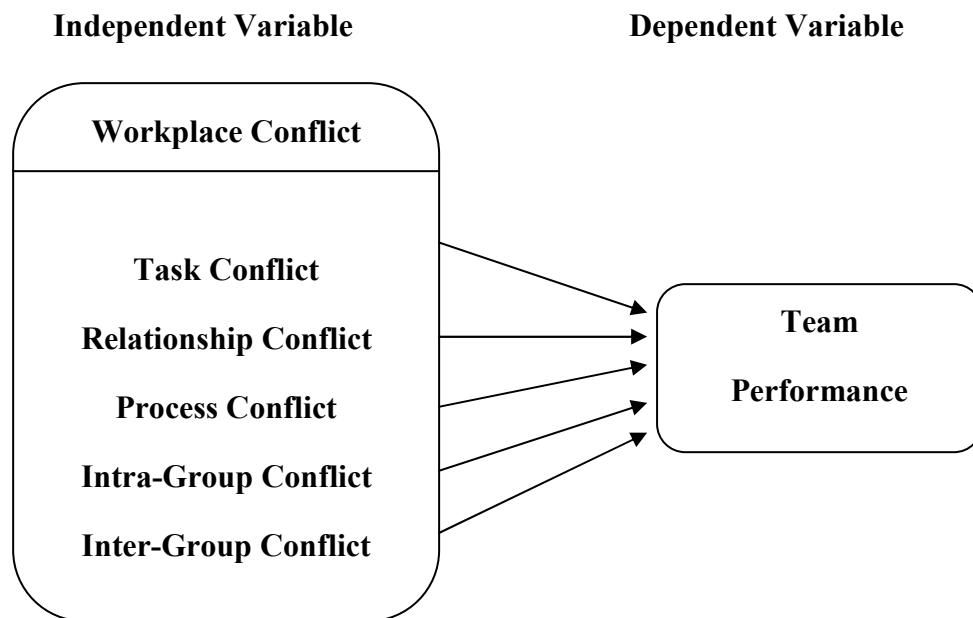


Figure 2.2: A schematic diagram of the research framework

After reviewing the relevant literature, it is found that there are five variables which affect the performance of teams in organizations. Figure 2.2 shows the relationship between independent variables and dependent variable of this research. In reference to the schematic diagram, this research contains

five independent variables and one dependent variable. The dependent variable is team performance while the independent variables are task conflict, relationship conflict, process conflict, intra-group conflict and lastly inter-group conflict. In other words, this relationship indicates that task conflict, relationship conflict, process conflict and intra-group conflict are able to affect team performance.

Three types of conflict, which includes task conflict, relationship conflict, and process conflict, are identified in organizational workgroups as said by Jehn (1997) and it is said that all three forms of conflict were negatively related to team performance (Greer, Caruso & Jehn, 2011). In addition, intra-group conflict is said to possess the ability to bring contradictory effects on team performance as well (Berdensky, Behfar, Weingart, Todorova, Bear & Jehn, 2010). Last but not least, Rahim (2001) also suggested that team outcomes are influenced by the way inter-group conflict is handled.

2.4 Hypotheses Development

In reference to the proposed theoretical framework, five hypotheses are formulated based on the significant variables identified in this research. They are listed as below.

2.4.1 Hypotheses 1 – Task Conflict

H_0 = There is no significant relationship between task conflict and team performance.

H_1 = There is a significant relationship between task conflict and team performance.

2.4.2 Hypotheses 2 – Relationship Conflict

H_0 = There is no significant relationship between relationship conflict and team performance.

H_1 = There is a significant relationship between relationship conflict and team performance.

2.4.3 Hypotheses 3 – Process Conflict

H_0 = There is no significant relationship between process conflict and team performance.

H_1 = There is a significant relationship between process conflict and team performance.

2.4.4 Hypotheses 4 – Intra-Group Conflict

H_0 = There is no significant relationship between intra-group conflict and team performance.

H_1 = There is a significant relationship between intra-group conflict and team performance.

2.4.5 Hypotheses 5 – Inter-Group Conflict

H_0 = There is no significant relationship between inter-group conflict and team performance.

H_1 = There is a significant relationship between inter-group conflict and team performance.

2.5 Conclusion

This chapter elaborates on the influence of conflict in team performance including the dependent and independent variables as well as the hypotheses in this research. In conclusion, it can be summarized that these types of conflict which includes task conflict, relationship conflict, process conflict, intra-group conflict and inter-group conflict do play a role in influencing team performance. However, its factually and empirical findings will be discussed in the next chapter.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

Research methodology meanwhile is defined as a discussion and analysis within the body of a research report of the research design, data collection methods, sampling techniques, fieldwork procedures when executing the research and data analysis efforts (Zikmund, 2003). In this chapter, the research will be discussing about the instrument of survey, the types of sample to be used for the data collection methods, the measurement of the variables data analysis, data processing and data analysis. The purpose of this chapter is to generate the major method being used to test the hypotheses that developed in chapter two.

3.1 Research Design

Research has been used to determine the process of gathering raw data analysis by transforming it into valuable information. According to the nature of the study research can be determined as exploratory, descriptive and casual study (Zikmund, 2003). Research design having identified the variables in a problem situation and developed the theoretical framework and design the research in the way that the requisite data can be gathered and analyzed to arrive at a solution. (Sekaran, U., & Bougie, R., 2010) There are two methods for business research, qualitative business research and quantitative business research. Based on research topic, quantitative research will be focused. Quantitative research is widely used in different research because the quantitative research provides fundamental connection between empirical observation and mathematical expression of quantitative relationship. This design is pertain based on the nature of study where our purpose is to gather a representative data from targeted respondents. Quantitative research can be used to measure the conflicts that affect team performance in advertising firm by taking a statistical sample of employee in advertising firm. The type of investigation to be used in this research is casual study. Casual research is conducted to identify cause-and-effect relationship among the variables when the research problem has already been narrowly defined. In causal studies, researchers typically have a good understanding of the phenomenon being studied and can make an educated prediction about the cause and effect relationship that will be tested. Research for conduct is to examine the cause of workplace conflict that affecting the team performance.

3.2 Data Collection Methods

There are a lot of approaches and methods can be used to collect data from external sources and the information sources which are generally categorized into primary and secondary source. In this research, both primary data and secondary data have been used in order to get a more reliable result for the research. The chances of being able to achieve the objective of the research will be higher by using such methods.

3.2.1 Primary Data

Primary data refer to the data that are collected first hand form the actual site of occurrence of events for subsequent analysis in order to find the solution for the problem being studied (Zikmund, 2003). In this study, we will choose the survey questionnaire as our data collection method. The questionnaire will be distributed on the spot and also through email to the employees who are working in the advertising industry. In our study, we will provide 150 copies of questionnaire to the respondent by using the sampling method. Questionnaires are chosen as the measurement tools because it is cost effective if being compared to face-to-face interview. As we have to collect data from large amount of people, thus written questionnaire become more cost effective. Questionnaire are also easier to be analyzed and able to save a lot of time, as it is relatively fast to collect information from respondents by using questionnaire compared to other methods.

3.2.2 Secondary Data

The secondary data collection is to provide a background study and understanding to it before the primary data can be done. Secondary data are used for the research that was not gathered directly and purposefully for the project under consideration (Hair, Money Samouel, Page, 2007). Websites, books, journals, and others are secondary data in our research study. The online databases, which include the Emerald, ProQuest, SpringLink, Google, were all utilized in this research to gain access to all related articles and journals. Besides, reference books found in library provide informations for researchers to explain the concept, theories and models that are being used to interpret the data effectively in this research. Internet also provides information that allows researchers to gain access to all of the current information with low cost and high speed. It helps to complete the process of research efficiently and effectively. It also provides wide range and higher quality of data that would be unfeasible for any individual researcher to collect them on their own.

3.3 Sampling Design

Sampling is the process of selecting the right individual, objects, or events as representatives for the entire population (Sekaran, U., & Bougie, R., 2010). In another words, it is an idea to select some of the element in the population, and then the researcher draws a conclusion to the entire population, it involve the

procedures by using a small number of items or parts of the whole population to make the conclusion on the whole population.

There are two types of sampling design included, which are probability and non-probability sampling. Probability sampling assumes that every element in the population has a known non-zero probability of selection (Zikmund, 2003). Probability sampling includes simple random, systematic stratified proportional and disproportional, cluster and multistage area sampling. Non-probability sampling technique in which the element of sample selected are based on personal judgment or convenience, by the way, the elements do not have a known or predetermined chance of being selected as subjects (Sekaran, U., & Bougie, R., 2010). In non-probabilty sampling, all of the selection in the sampling units are arbitrary and reseachers rely heavily on their personal judgement, there is no any probability attached to them being chosen as sample.

3.3.1 Target Population

Target population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran, U., & Bougie, R., 2010). The primary target of population of this conducted research comprised of employees who work in the advertising industry in Klang Valley, Malaysia. The questionnaire will be distributed to the employees that working in advertising industry with the amount of 150 sets of questionnaire.

3.3.2 Sampling Frame and Sampling Location

A simple definition of a sampling frame is the set of source materials from which the sample is selected. The definition also encompasses the purpose of sampling frames, which is to provide a mean for choosing the particular members of the target population that are to be interviewed in the survey. Non- probability sampling technique will be used in our study because the amount of advertising firm in Klang Valley is large and we cannot get the list of employee from every company. Non-Probability sampling is a technique where the samples are gathered in the process that does not give all the individuals in the population equal chances of being selected. Non-probability sample are usually selected on the basis of their accessibility or by purposive personal judgment of the researcher. Sampling location we targeted will be the advertising industry in Klang Valley, Malaysia. In our study, we choose Klang Valley due to the reason that is more advertising firm being established there. Besides that, Klang Valley also consists of people from different areas such as Johor, Penang, Sarawak, Kelantan, Perak and others that will be able to contribute to our study giving us a higher accuracy of data and more reliable result.

3.3.3 Sampling Elements

Zikmund (2010) say that sampling element is entire element or element groups selected to doing a samples research. For our research, advertising industry

employees are subjected to be our sampling element. The reason why we choose over advertising industry is mainly because most of the advertising will carry out their job in team based. In the advertising industry most of them carry out their job in a project form, so they will need to cooperate with each other and even other teams. At the same time, conflict might occurred among the team members while working together due to many reasons. Questionnaire will be distributed to employees who are working in the advertising industry around the area of Petaling Jaya, Malaysia.

3.3.4 Sampling Technique

Non-probability sampling is involved in our research. According to Zikmund (2010), non-probability sampling is the probability of any particular member of population being chosen is unknown. The selection of sampling units in non-probability sampling is quite arbitrary as the researchers rely heavily on the personal judgment. The convenience sampling is being used in our research. There are four types of non-probability sampling which are convenience, judgment, quota, and snowball sampling. According to Zikmund (2010), convenience sampling is the sampling by obtaining people or units that are conveniently available. Judgment sampling is a non-probability sampling technique in which an experienced individual selects the sample based on his or her judgment about some appropriate characteristics required of the sample number. Besides, quota sampling is a non-probability sampling which ensure that various subgroups of a population will be represented on pertinent characteristics to the exact extent that the investigator desires. Snowball sampling is a sampling procedure in which initial respondents are selected by probability methods and

additional respondents are obtained from information provided by the initial respondents. In our research, the convenience sampling is used. Convenience sampling can help us to obtain a large number of completed questionnaires quickly and economically. This is because we have a limited time and cost to distribute our questionnaire to a large number of populations. Therefore, we have chosen the convenient non-probability sampling for our research instead of probability sampling.

3.3.5 Sampling Size

According to Malhotra and Peterson(2006), the bigger the sampling size the more accurate the data generated but the sampling size was different due to different situation. Therefore, 150 set of questionnaire will be distributed in Klang Valley for employees who working in the advertising industry, in order to examine the workplace conflict that affecting their team performance. We will distribute the questionnaire through e-mail, so that the respondent can directly fill in the form. It helps us in saving the time and cost we spent, hence we can effectively and efficiently collect all the information in the sufficient time.

3.4 Research Instrument

On this survey, questionnaire had been chosen as the major research instrument to figure out the reliability of the topic studied. Nevertheless, we are using questionnaire as research instrument to conduct this survey. Questionnaire is a set of short and simple way to facilitate response by respondents without the assistance or presence of an interviewer. Therefore the respondents are willing to fill up and provide an accurate answer in a short time as well as helping the researcher to get the results needed. In order to make the research conducted more convenient and gain acceptance from respondents on our questionnaire, we came out with a lesser amount of questions to target a much more reliable answer instead. As mentioned before, this instrument will be distributed via online and paperwork which means face to face distribution, however the reason for using online together is to reduce on time consuming respondents.

3.4.1 Questionnaire Design

On the other hand, this questionnaire is adopted by using journal that written by Carsten K. W. De Dreu and Laurie R. Weingart, Maw-Der Foo, etc. The purpose of the procedures done to form the questionnaire is to increase and maintain the reliability and validity of the questions asked and the results obtained from respondents. Therefore, alternative question as known as closed-ended question is used whereby respondents are given specific limited alternative responses with the answer that are close to their own viewpoint. This instrument taken is to figure out whether the conflicts are occurred in their workplace whereby influence the team performance in the organization based on their experience. Besides, respondents might have some time consuming problem, however there are only thirty-two questions designed in order to make the data process more smoothly.

The questionnaire consists of eight pages and thirty-two questions. It is divided into three sections, which made up of “Section A (general information)”, “Section B (factors of workplace conflict)”, and “Section C (overall team performance)”. Firstly, section A consists of eight questions that are needed to get the background information or demographic data of the respondents. The questions will be able to get information of the respondents on gender, ethnic group, age, education level, occupation level, income level, team conflict occurrence, and importance of team performance. While section B consists of twenty questions which were asked about experience on the factors of workplace conflict such as task, relationship, process, intra-group, and inter-group conflict. This section of questions is designed with five-point scale that ranges from “1” as strongly disagree to “5” as strongly agree. Lastly, section C consists of four questions that ask about the response on team performance and it is designed according to the format on section B.

3.4.2 Pilot Testing

According to Zikmund (2003), pilot study is defined as the small scale exploratory research techniques that used sampling but does not apply rough standards. Thus, it is conducted after preliminary version of questionnaire has been set up before the large-scale survey is being carried out. Nevertheless, the main result being carried out after the pilot test progress will help to figure out whether there are any difficulties faced by respondents from the question asked or questions that are not allowed to ask. Therefore, it enhances the quality and reliability of the research

instrument asked whereby the results or feedbacks collected could be used as supporting materials for survey tested.

In order to figure out a reliable way to improve the question asked in questionnaire, thirty sets of questionnaire were distributed to employees that under specific industry which is advertising industry in Klang Valley of different occupation level within three days. After the collection of questionnaire, data is analyzed by using Statistical Package for Social Sciences (SPSS) and the figure was tested out for reliable result, which must be higher than 0.5 according to the rules of thumb. (George and Mallery, 2003)

Table 3.1 Assessment of Reliability

Independent variables	Cronbach's Alpha
Task Conflict	0.637
Relationship Conflict	0.731
Process Conflict	0.767
Intra-group Conflict	0.704
Inter-group Conflict	0.826
Team Performance	0.914

Source: Developed for the research

3.5 Constructs Measurement

In this part, we need to clearly state the measurement we used to construct our survey. As stated above, we had divided the measurement into three parts. From this section, it helps us in clearly identifying which question is under what measurement scale, and from there we can analyze the data in an accurate and effective way.

3.5.1 Scale of Measurement

3.5.1.1 Nominal Scale

In scale measurement, nominal scale is the simplest type of scaling. According to Zikmund (2003), nominal scale is serving as documentation or categories which assign a value to an item, without any order or structure. This item of nominal scale cannot be placed in sequential, ordinal and ratio order. Nominal scale can be represented as value but it does not exist any numbering information that means it focuses more on qualitative rather than quantitative because there is no quantitative information is taken in nominal measurement. In this measurement, nominal scale will be used in common which represent mutually exclusive and collectively exhaustive when a number assigned to groups of categories of persons, objects, and others. For example, gender, race, and nationality, these items being used to classify an individual because those attributes is fixed. In the questionnaire, one of the example questions is:

What is your gender?

- Male
- Female

3.5.1.2 Ordinal scale

According Malhotra and Peterson(2006), an ordinal scale normally is used for ranking purpose and the number assigned is represent the rank order when applied on person or object assessed. Besides, the value of the interval between rankings given will not exist in ordinal scale, while the number is used to compare about the characteristic is needed between each person or object target. On the other hand, the ordinal relationship is established between persons or objects being assessed in ordinal scaling. If respondents are asked to rank their income level, it will be consider as ordinal scale. One of the examples in our questionnaire is:

Income Level:

- RM 1000 – RM1999
- RM 2000 – RM2999
- RM 3000 – RM3999
- RM 4000 above

3.5.1.3 Interval scale

An interval scale is a standard rating scale used in research study or survey conduct even though it do not has the true zero point because interval scale does not exactly represent some phenomenon. (Sekaran, U., & Bougie, R., 2010) As true zero point is arbitrary origin which can be stated as origin or starting point, hence the number of the interval scale cannot be taken to rank and measure because there is no meaning distributed between the numbers on the scale. Thus, all the numbers used on interval scale represent the value of equivalence and orderly. Furthermore, the concept of quantitative is all measurable on interval scale and between adjacent scales values are considered by equality of intervals. In marketing research, the interval scales used is Likert scale which using the five point scales technique that allows researcher to identify or respondent to indicate their degree of agreeableness or disagreeableness toward the question being given or asked. Temperature is the most suitable example of interval scale. For our questionnaire, the example is:

1.	Frequently different ideas in the team actually cause the conflict.	1	2	3	4	5
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3.5.1.4 Ratio scale

As compared to other scale of measurement, ratio scale is the most instructive scale because it consists of all features of interval scale with the absolute quantities as additional attribute. (Zikmund, 2003) The additional attribute, absolute quantities define the differences between ration and interval scale because the absence of quantity is determined by the zero position and ratio scale consists true zero point which convey the meaning of measurement point. The unique of zero origin as known as true or natural zero enable the process of comparing about the characteristics between persons or objects when the number assigned in the measurement. Most common measurement used in ratio scale is the measurement of weight and age. In the questionnaire, it will be:

Age:

- Below 20 years old
- 20- 30 years old
- 31- 40 years old
- 41- 50 years old
- Above 51 years old

3.5.2 Scale Measurement Processed

In this survey, nominal, ordinal, and interval scale are used to design in questionnaire. Table 3.2 shows the types of scale measurement used in the questionnaire.

Table 3.2 Type of Scale Used

Section	Criteria	Scale
Section A	Gender	Nominal
	Ethic Group	Nominal
	Age	Ordinal
	Education Level	Ordinal
	Occupation Level	Ordinal
	Income Level	Ordinal
	Conflict Occurrence	Nominal
	Importance of Team Performance	Nominal
Section B	Task Conflict	Interval
	Relationship Conflict	Interval
	Process Conflict	Interval
	Intra-group Conflict	Interval
	Inter-group Conflict	Interval
Section C	Overall Team Performance	Interval

Source: Developed for the research

3.6 Data Processing

After receiving the feedback from the respondent through questionnaire, the next step is to process the data into useful information. Data processing is a description of data preparation processes such as checking, editing, coding, transcribing, as well as specifying any special or unusual treatments of data before they are analyzed.

3.6.1 Error Checking

The error checking is to ensure that the data completeness and interviewing quality. All the research questionnaires need to be checked once the questionnaires are collected from the field. This is to make sure that problems can be detected earlier and corrective action can be taken immediately. For instance, error typing, sequence, and misunderstanding part can be corrected through the error checking process. Finally, the entire questionnaire receive from respondents will be classified and counted accordingly.

3.6.2 Data Editing

According to William G. Zikmund (2010), data editing is the process of checking and adjusting data for omission, consistency and legibility of data and making the data ready for coding and transfer to storage. In this process, we will make the adjustment in an error to represent as much information from a respondent as possible, reconstructing responses in this fashion should be done only when the probable true response is very obvious.

3.6.3 Data Coding

Coding is the assignment of a code to represent a specific response to a specific question along with the data record and column position that code will occupy (Malhorta and Peterson,2006). Under the coding stage, it will assign numerical symbols permits the transfer of data from questionnaire to computer. For example, in this research, gender of the respondents will code as 1 for male and 2 for female. After assigning the code for each answer, the transfer of data into computer become easier and the code data will be processed and analyzed by the SPSS software.

3.6.4 Data Cleaning

According to Malhortra and Peterson(2006), data cleaning includes consistency checks and treatment of missing responses. The data cleaning process is carried out in order to check the data more extensively. This process will be done by using SPSS software to produce computer-generated result.

3.7 Data Analysis

There are two major categories of statistical techniques that used in investigation which are parametric and non-parametric statistic. For this research, parametric statistics are more appropriate for further investigation. Under this statistics, it consists of two classes which are descriptive and inferential statistics. In process of data analysis, Statistical Package for Social Science (SPSS) software will be used to analyze the data collected from respondents, which is 100 questionnaires. This software allow researchers to attain relevant information by analyze the data collected together with the supporting material about examination for the relationship between different variables.

3.7.1 Descriptive Analysis

According to Malhorta (2007), descriptive research is a type of conclusive research which provides a method of quantifying the characteristics of the data. This analysis is to provide an accurate snapshot of the characteristics or attributes of the market environment with a large proportion of marketing research. Thus, in this research, the descriptive analysis is performed to identify the relationship between each variable such as the data from Section A of the questionnaire. Furthermore, those data will be transforming into chart or graph figure to provide a simple view and better understanding for further refer. Therefore, it may enable the researcher to figure out a clear problem statement and specific hypotheses from the analysis in order to increase the acknowledgement of researcher about the occurrence of conflict, factors of conflict and its impact towards the performance of organization.

3.7.2 Scale Measurement

On the side of research finding, it required acceptable validity and consistency of data information. Hence, reliability test must be used to test out the data fulfillment. This test is to identify the strength between the independent variables and dependent variables. Therefore, Cronbach's Alpha reliability test is used and done to measure the degree of data free from errors and ensure the accuracy of result. For this Cronbach's alpha test, the ranges are from 0 to 1 and the alpha number of "1" indicates the greater reliability. Table 3.3 below shows the rules of thumb for Cronbach's Alpha coefficient size.

Table 3.3 Rules of thumb about Cronbach's Alpha coefficient size

Alpha Coefficient Range	Strength of Association
< 0.6	Poor
0.6 to < 0.7	Moderate
0.7 to < 0.8	Good
0.8 to < 0.9	Very Good
≥ 0.9	Excellent

Source: Developed for the research

3.7.3 Inferential Analysis

Inferential Analysis is goes beyond describing the characteristic of the data and the determination of correlations between variables. According to Uma Sekaran (2007), researchers might identify the inferred from the data collected through analysis about the relationship between two variables, differences in a variables among different subgroups, and how the way each independent variables explain the variance in a dependent variable. In general, when the data are measured using an interval or ratio scale, parametric statistic are appropriate.

3.7.3.1 Pearson Correlation Analysis

Pearson Correlation is performed in this research to examine the relationship of metric variables on linear association and its strength. It ranges from -1.00 to +1.00 with zero represents absolutely no association between the two metric variables. The larger the correlation coefficient, the stronger the linkage or level of association. According Saunders, Lewis, and Thornhill (2007) the range of correlation coefficient of -1.00 to +1.00 is represent whether the two variables has perfect negative or positive association. About the probability, if it is less than 0.05 which mean it considered as statistically significant, while greater than 0.05 may considered as not statistically significant.

In this research, the Pearson Correlation analysis is used to measure the association between five independent variables such as task, relationship, process, intragroup, intergroup conflict and the dependent variable, team performance. Nevertheless, if the significant p value is smaller than 0.05 or 0.01, the alternate hypothesis is accepted.

3.7.3.2 Multiple Regression Analysis

According to Hair, Babin, Money and Samouel (2007), multiple regression analysis might help researcher to measure which variables are relatively important in the research rather than often using different scale units to measure independent variables. This standardized regression coefficient referred to as a beta coefficient

and measured by the ranges from -1.00 to +1.00. The larger the absolute value of a standardized beta coefficient, the more relative importance it assumes in predicting the dependent variable. Thus, if p-value is below the significance level of 0.05, it will be significant throughout the test. (Burns and Bush, 2003)

According to Zikmund (2007), multiple regressions are used to decide which among the independent variables that influence the dependent variable the most. If two variables are correlated, it means that the variable can be used to predict the other variables through the equation below:

$$Y = a + b^1X^1 + b^2X^2 + \dots + b^nX^n$$

In this research, it consists of five independent variables, while by using multiple regression analysis, workplace conflict have five variables that significantly effect on team performance. In this situation, the equation can be formed as:

$$TP = a + b^1 TC + b^2 RC + b^3 PC + b^4 IAC + b^5 IEC$$

TP = Team Performance

TC = Task Conflict

RC = Relationship Conflict

PC = Process Conflict

IAC = Intra-group Conflict

IEC = Inter-group Conflict

Therefore, this equation enables researchers to have better understanding on each variable in order to identify which variable might influence the dependent variable the most.

3.8 Conclusion

In this chapter, researcher have discussed about the research methodologies of the study such as research planning, data collection, sampling process, preliminary of reliability testing, measurement of scale, and data processing. Generally, it serves as a foundation for researchers to record and analyze the basis data for accuracy and reliable purpose in order to proceed about further research. Therefore, the next chapter will discuss about the analysis of the findings.

CHAPTER 4

RESEARCH RESULTS

4.0 Introduction

The purpose of this chapter is to interpret, analyze and summarize the result of our research after the data has been collected. The analytical tool that our study used to analyze is the SPSS (Statistical Package for Social Science) software, it is used to interpret the research finding .There are several analysis involved in the chapter, included descriptive analysis, reliability analysis, Pearson's correlation analysis and multiple regression analysis.

Descriptive analysis is being used to find out the frequency of respondents' answer in Section A of the questionnaire, followed by the scale measurements which provide the result of reliability analysis. Besides that, inferential analysis which included Pearson's correlation analysis and multiple regression analysis will be the last section in this chapter. Pearson's correlation analysis is being used to measure the relationship between each independent variables and the dependent

variable. Furthermore, multiple regression is used to examine the relationship of independent variables on dependent variable simultaneously.

4.1 Descriptive Analysis

Descriptive analysis is used to describe the sample characteristic of the typical respondents and disclose the general pattern of the responses (Burn and Bush, 2006). According to Malhotra (2007), central tendency and chart type will be used to describe the sample characteristic of the discrete data in the Section B and Section C of the questionnaire of our study.

4.1.1 Respondent Demographic Profile

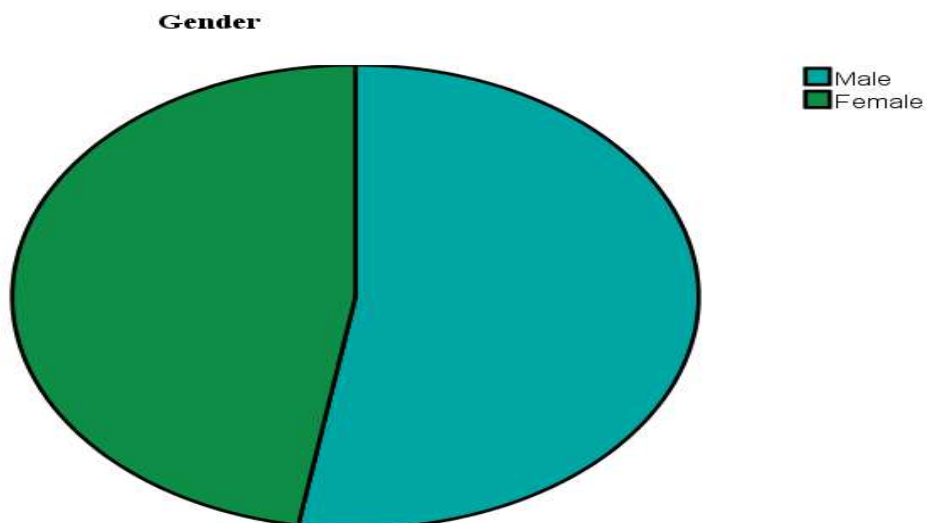
4.1.1.1 Gender

Table 4.1: Gender of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	79	52.7	52.7	52.7
	Female	71	47.3	47.3	100.0
	Total	150	100.0	100.0	

Source: Developed for the research

Figure 4.1: Frequency of Respondent Based On Gender



Source: Developed for the research

Figure 4.1 show the different gender of respondent in accomplishing this research. Majority of respondents are male which consisted of 79 respondents (52.7%), and the remaining 71 respondents (47.3%) were made up by female respondents.

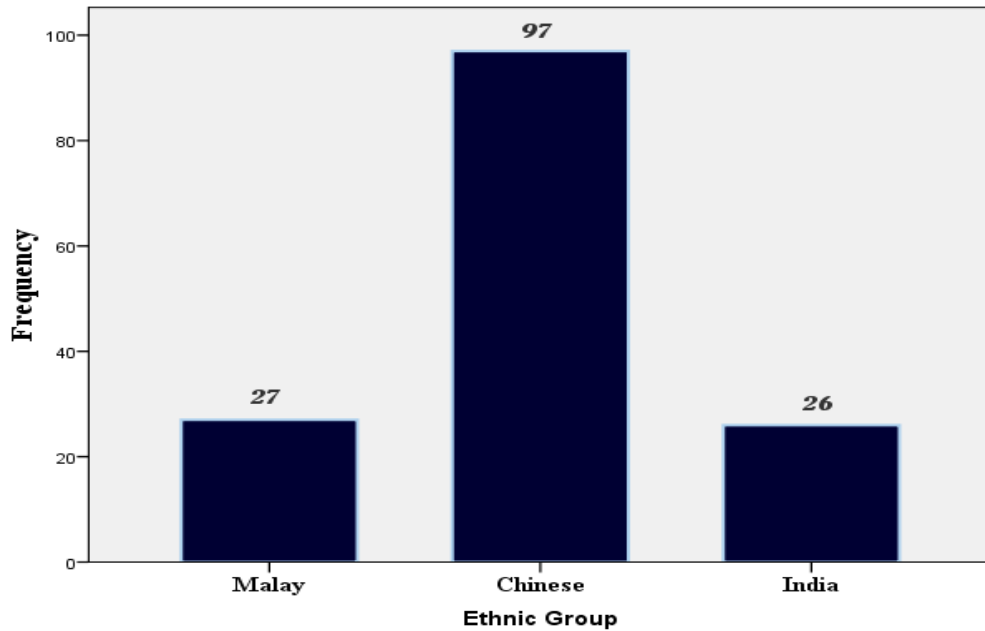
4.1.1.2 Ethnic Group

Table 4.2: Ethnic Group of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Malay	27	18.0	18.0	18.0
	Chinese	97	64.7	64.7	82.7
	India	26	17.3	17.3	100.0
	Total	150	100.0	100.0	

Source: Developed for the research

Figure 4.2: Frequency of Respondent Based On Ethnic Group



Source: Developed for the research

Figure 4.2 shows the different ethnic group of the respondent. Majority of the respondent which is 97 respondents (64.7%) are Chinese follow by 27 respondents (18.0%) respondents which is Malay. The rest ethnic group which is India consists of 26 respondents (17.3%).

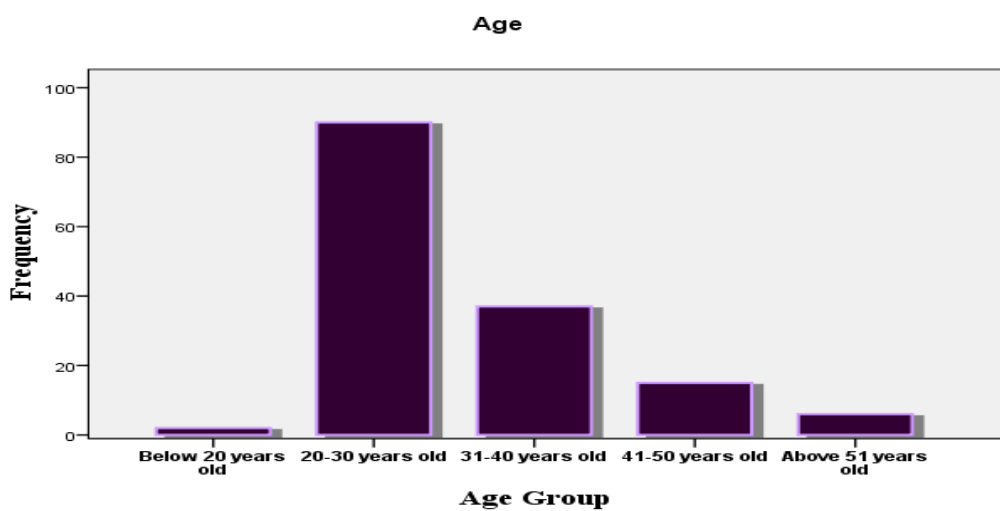
4.1.1.3 Age

Table 4.3: Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 20 years old	2	1.3	1.3	1.3
20-30 years old	90	60.0	60.0	61.3
31-40 years old	37	24.7	24.7	86.0
41-50 years old	15	10.0	10.0	96.0
Above 51 years old	6	4.0	4.0	100.0
Total	150	100.0	100.0	

Source: Developed for the research

Figure 4.3: Frequency of Respondent Based On Age



Source: Developed for the research

Figure 4.3 show the age of the respondent. Out of 150 respondents, there are 90 respondents are grouped in 20-30 years old, followed by 37 respondents (24.7%) in age group of 31- 40 years old and 15 respondents (10%) in age group of 41 – 50 years old . The lowest comes from the age categories of those aged below 20 years old which have 2 respondents (1.3%).

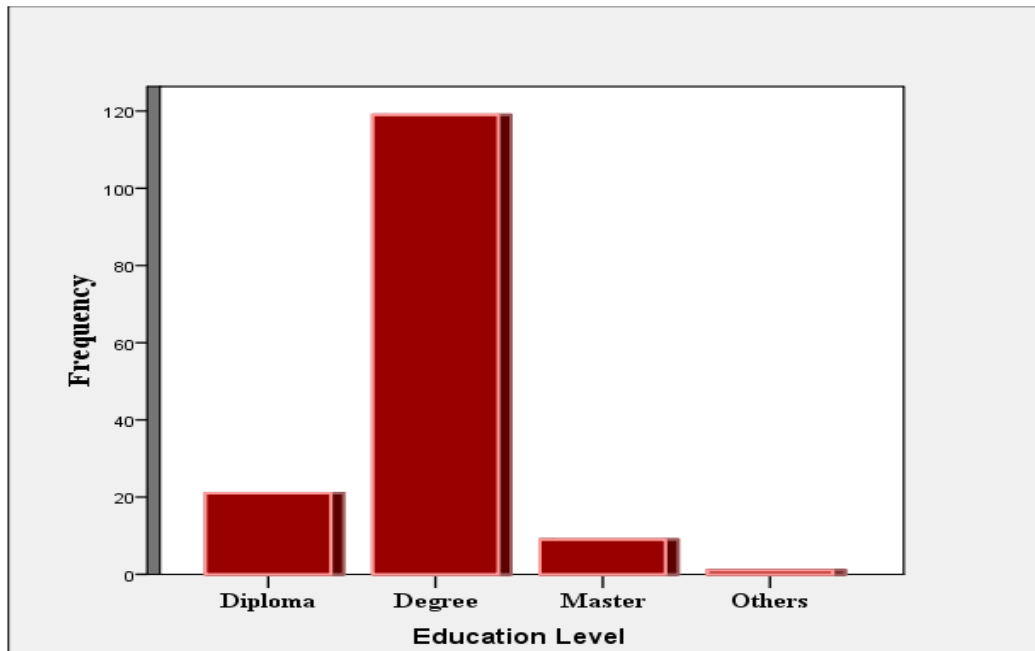
4.1.1.4 Education Level

Table 4.4: Education Level of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	21	14.0	14.0	14.0
	Degree	119	79.3	79.3	93.3
	Master	9	6.0	6.0	99.3
	Others	1	.7	.7	100.0
	Total	150	100.0	100.0	

Source: Developed for the research

Figure 4.4: Frequency of Respondent Based On Education Level



Source: Developed for the research

Figure 4.4 has shown the education level of the respondent. Majority of the respondents own Bachelor of degree which is 119 respondents (79.3%). There are 21 respondents (14%) are Diploma holder. Master holder consists of 9 respondents (6%).

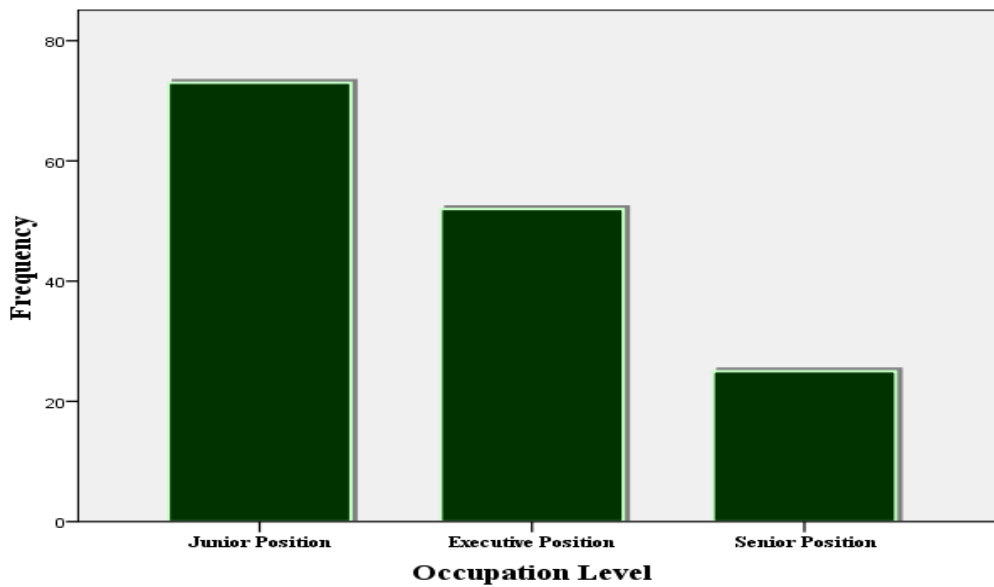
4.1.1.5 Occupation Level

Table 4.5: Occupation Level of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior Position	73	48.7	48.7	48.7
	Executive Position	52	34.7	34.7	83.3
	Senior Position	25	16.7	16.7	100.0
	Total	150	100.0	100.0	

Source: Developed for the research

Figure 4.5: Frequency of Respondent Based On Occupation Level



Source: Developed for the research

Figure 4.5 showed the occupation level of respondent. Majority of the respondent which is 73 respondents (48.7%) are in junior position, followed by respondents who are in executive position have 52 respondents (34.7%). There are only 25 respondents (16.7%) who are in senior position.

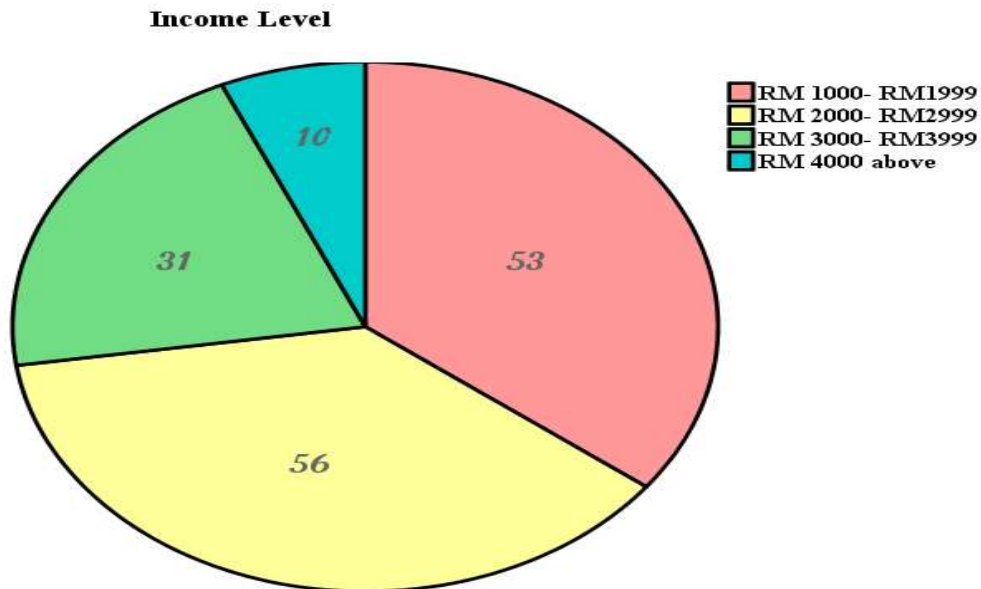
4.1.1.6 Income Level

Table 4.6: Income Level of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	RM 1000- RM1999	53	35.3	35.3	35.3
	RM 2000- RM2999	56	37.3	37.3	72.7
	RM 3000- RM3999	31	20.7	20.7	93.3
	RM 4000 above	10	6.7	6.7	100.0
	Total	150	100.0	100.0	

Source: Developed for the research

Figure 4.6: Frequency of Respondent Based On Income Level



Source: Developed for the research

Figure 4.6 show the income level of respondents. Majority of respondents which is 56 respondents (37.3%) fall under income RM2000 – RM 2999, followed by 53 respondents (35.3%) who have the income level RM1000 – RM 1999. There are 31 respondents (20.7%) in income level of RM 3000- RM 3999; the lowest is 10 respondents (6.7%) who fall in the income level of RM4000 above.

4.1.2 Central Tendencies Measurement of Constructs

This section is to show the mean score from the data collected in 5 intervals scaled which consists of five independent variables. There are total of 20 items that are

measured and all the measurements are set on 5 point Likert Scale from strongly disagree to strongly agree.

4.1.2.1 Task conflict

Table 4.7: Central Tendencies Measurement of Constructs: Task Conflict

Statement	SD	D	N	A	SA	Mean	S.D	Rank
Frequently different ideas in the team actually cause the conflict.	11	16	14	40	89	3.93	1.283	2
People in the team often disagree with my opinions regarding work being done.	6	28	16	41	59	3.79	1.255	3
Conflict often occurred regarding your work in the team.	13	28	16	32	61	3.67	1.394	4
Frequently disagreements	10	11	16	40	73	4.03	1.223	1

about your task in the team.								
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Source: Developed for the research

Abbreviation:

SD = Strongly Disagree

A = Agree

N = Neutral

D = Disagree

SA = Strongly Agree

Table 4.7 shows the frequencies of the respondents towards the task conflict variable. The question for “Frequently disagreements about your task in the team”, it has the mean score of 4.03 which consider as first rank compare with other questions. There are 48.7% (73) of respondents who strongly agree with this statement or question, followed by 26.7% (40) toward agree, 10.7% (16) neutral, 7.3% (11) disagree, and 6.7% (10) strongly disagree with the statement.

The statement of “Frequently different ideas in the team actually cause the conflict” which rank at second top with the mean of 3.93. There are 59.3% (89) respondents are strongly agree with the statement, while 26.7% (40) of respondents are agree, followed by 9.3% (14) neutral, 10.7% (16) disagree, and 7.3% (11) strongly disagree.

The third rank statement, “People in the team often disagree with my opinions regarding work being done” consist of mean score of 3.79. 39.3% (59) of respondents are strongly agree, followed by 27.3% (41) agree, 10.7% (16) neutral, 18.7% (28) disagree, and 4% (6) strongly disagree.

The last ranking statement is “Conflict often occurred regarding your work in the team” with mean of 3.67. There are 40.7% (61) of respondents are strongly agree with the statement, followed by 21.3% (32) agree, 10.7% (16) neutral, 18.7% (28) disagree, and 6.7% (10) strongly disagree with the statement.

4.1.2.2 Relationship conflict

Table 4.8: Central Tendencies Measurement of Constructs: Relationship Conflict

Statement	SD	D	N	A	SA	Mean	S.D	Rank
Relationship tension occurs in your team.	9	16	12	43	70	3.99	1.234	1
Team members always have communication problem during discussion.	8	28	25	32	57	3.68	1.297	4
Worse relationship among the people in your team.	5	30	18	35	62	3.79	1.266	3
Team member unconcern about	14	18	11	34	73	3.89	1.372	2

maintaining a friendship with the other team members									
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Source: Developed for the research

According to Table 4.8, it illustrated the mean value and percentage of respondents for each statement under variable of relationship conflict. The highest rank is fall to the statement of “Relationship tension occurs in your team” which has mean score of 3.99. The statement consists of 46.7% (70) strongly agree, 28.7% (43) agree, 8% (12) neutral, 10.7% (16) disagree, and 6% (9) strongly disagree with the statement.

The statement “Team member unconcern about maintaining a friendship with the other team members” will be fall as second rank between the entire statements. It has the mean score of 3.89, while it have 48.7% (73) of respondents are strongly agree the statement, followed by 22.7% (34) agree, 7.3% (11) neutral, 12% (18) disagree, and 9.3% (14) strongly disagree with the statement.

The statement with mean value 3.79, which have 41.3% (62) of respondents are strongly agree, 23.3% (35) agree, 12% (18) neutral, 20% (30) disagree, and 3.3% (5) strongly disagree with the statement of “Worse relationship among the people in your team”.

The forth rank will be “Team members always have communication problem during discussion” with the mean of 3.68. Under strongly agree, it has 38% (57)

of respondent, while agree have 21.3% (32). In contrast, there are 16.7% (25) neutral, 18.7% (28) disagree, and 5.3% (8) strongly disagree with this statement.

4.1.2.3 Process conflict

Table 4.9: Central Tendencies Measurement of Constructs: Process Conflict

Statement	SD	D	N	A	SA	Mean	S.D	Rank
Members in the team always disagree among themselves regarding task delegation.	5	10	24	34	77	4.12	1.111	1
There is conflict among members during planning session.	0	21	30	31	68	3.97	1.105	3
Disagreements often occurred about who should do what in your team.	7	20	13	46	64	3.93	1.213	4
You feel	7	8	30	37	68	4.00	1.138	2

uncomfortable when delegate important functions to your team members.								
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Source: Developed for the research

Table 4.9 shows the means score and the frequencies of respondents towards process conflict variable. The statement with highest mean is “Members in the team always disagree among themselves regarding task delegation”, 4.12. There are 51.3% (77) of respondents strongly agree with the statement, followed by 22.7% (34) agree, 16% (24) neutral, 6.7% (10) disagree, and 3.3% (5) strongly disagree with the statement.

Second rank, it consists of 4.00 mean values which have 45.3% (68) of respondents is strongly agreed and 24.7% (37) agree with the statement. Other than that just 20% (30) neutral, 5.3% (8) disagree, and 4.7% (7) strongly disagree with the statement. This rank will be the statement of “You feel uncomfortable when delegate important functions to your team members”.

“There is conflict among members during planning session” ranked third with the mean of 3.97. There are no respondent strongly disagree with the statement, but has 45.3% (68) of respondents strongly agree and 20.7% (31) agree with the statement. Out of this, 20% (30) neutral, and 14% (21) disagree with the statement.

Lastly, the statement “Disagreements often occurred about who should do what in your team” ranked as forth with the result of 42.7% (64) strongly agree, 30.7% (46) agree, 8.7% (13) neutral, 13.3% (20) disagree, and 4.7% (7) strongly disagree. This statement consist mean score of 3.93.

4.1.2.4 Intra-group conflict

Table 4.10: Central Tendencies Measurement of Constructs: Intragroup Conflict

Statement	SD	D	N	A	SA	Mean	S.D	Rank
High tension happens among members in the team.	1	12	18	38	81	4.24	0.994	1
People in your team often disagree regarding the work being done.	5	13	11	35	86	4.23	1.118	2
Your team members feel uncomfortable when questioning each other’s ideas.	4	13	12	43	78	4.19	1.077	3

Team members often not willing to cooperate and participate in team decision making.	8	17	9	42	74	4.05	1.222	4
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Source: Developed for the research

Table 4.10 is the frequencies of the respondents towards the variable of intra-group conflict. For this variable, the highest mean score will be the statement of “High tension happens among members in the team” with 4.24. In this result, 54% (81) of respondents are strongly agreed and 0.7% (1) strongly disagrees with the statement. Hence, the respondents who agree have 25.3% (38), neutral have 12% (18), and disagree have 8% (12).

The second rank will be the statement of “People in your team often disagree regarding the work being done” with the mean of 4.23 which slightly less than first rank statement. For this statement, mostly of the respondents are strongly agreed, 57.3% (86), but 3.3% (5) of the respondents are strongly disagree with the statement. While, agree percentage have 23.3% (35), 7.3% (11) of respondents choose neutral, and 8.7% (13) disagree with the statement.

The statement consists of mean value of 4.19 which placed as third rank. In the result, 52% (78) of respondent strongly agree on this statement, “Your team members feel uncomfortable when questioning each other’s ideas”. Different people have different behavior however, it have 8.7% (13) disagree, and 2.7% (4)

strongly disagree with the statement. Other than that, just 28.7% (43) agree and 8% (12) choose neutral.

The last ranking statement of “Team members often not willing to cooperate and participate in team decision making” has mean value of 4.05. This statement should be less supportive for respondents which just have 49.3% (74) strongly agree and 28% (42) agree. About disagreement, just 11.3% (17) disagree and 5.3% (8) strongly disagree. On neutral side have 6% (9).

4.1.2.5 Inter-group conflict

Table 4.11: Central Tendencies Measurement of Constructs: Intergroup Conflict

Statement	SD	D	N	A	SA	Mean	S.D	Rank
Each team in an organization is not willing to work effectively together in order to respond to problems.	4	15	12	40	79	4.17	1.108	2
If resources are needed, each team will not help out each other	6	15	15	36	78	4.10	1.174	3

effectively.								
Tension between members of own and other team is sometimes painful.	4	13	13	37	83	4.21	1.090	1
The goal of each team is not reconcilable with each other.	9	13	15	41	72	4.03	1.215	4

Source: Developed for the research

Table 4.11 illustrate the frequencies and mean score of respondents towards variable of intergroup conflict. Between each questions asked, the statement of “Tension between members of own and other team is sometimes painful” ranked as highest place with the mean score of 4.21. About the rate of agreement, there are 55.3% (83) strongly agreed and 24.7% (37) agree on this statement. However, there are 8.7% (13) disagree and 2.7% (4) strongly disagree this statement together with 8.7% (13) neutral.

The second ranking with the mean value of 4.17 is “Each team in an organization is not willing to work effectively together in order to respond to problems”. On this statement, it have 2.7% (4) strongly disagree and 10% (15) disagree with the statement. But also have respondents are agreeing with it which have 52.7% (79) strongly agree and 26.7% (40) agree. On neutral side just consists 8% (12).

For third rank, there are 52% (78) of respondents strongly agree, while 4% (6) strongly disagree with the statement. Besides, it consists of mean score with 4.10. The statement are “If resources are needed, each team will not help out each other effectively” which also have 24% (36) of respondents are agreed and 10% (15) neutral. However, just 10% (15) of the respondents are disagreed with it.

Lastly, the statement of “The goal of each team is not reconcilable with each other” with mean of 4.03. On this statement, 48% (72) strongly agree and 6% (9) strongly disagree, followed by 27.3% (41) agree, 8.7 (13) disagree, and 10% (15) neutral.

4.1.2.6 Team Performance

Table 4.12: Central Tendencies Measurement of Constructs: Team Performance

Statement	SD	D	N	A	SA	Mean	S.D	Rank
Decision quality can be improved in team formed.	0	6	10	59	75	4.35	0.778	3
Working in a team can commit members to produce quality work.	2	2	13	54	79	4.37	0.807	2

Team-based structure could tend to increase organization's effectiveness and efficiency.	3	2	12	51	82	4.38	0.849	1
Team adherence schedule and budget work well.	2	4	11	58	75	4.33	0.833	4

Source: Developed for the research

Table 4.12 shows the frequencies of respondents towards dependent variable, team performance. Between the entire statements, the highest rank fall to the statement of “Team-based structure could tend to increase organization’s effectiveness and efficiency” with the mean of 4.38. The respondents who strongly agree and agree with the statement have 54.7% (82) and 34% (51). Whereas, there are 2% (3) and 1.3% (2) of the respondents strongly disagreed and disagree with the statement. The last will be neutral which consist of 8% (12).

The second rank will be the statement of “Working in a team can commit members to produce quality work”. This statement have 52.7% (79) strongly agree which slightly different with first rank statement. Followed by 36% (54) agree, 8.7% (13) neutral, 1.3% (2) disagrees, and 1.3% (2) strongly disagrees.

“Decision quality can be improved in team formed” ranked third with the mean of 4.35. For this statement, 50% (75) of respondents strongly agree and 39.3% (59)

agree with the statement. While on the neutral side just consist 6.7% (10). About the disagreement, it have 4% (6) disagree but no respondents strongly disagree with the statement.

The last rank will be the statement of “Team adherence schedule and budget work well”. It have 50% (75) of respondents strongly agree with the statement but 1.3% (2) of respondents strongly disagree with it. Followed by 38.7% (58) agree, 2.7% (4) disagree, and 7.3% (11) neutral with the mean of 4.33.

4.2 Scale Measurement

4.2.1 Reliability Analysis

Table 4.13: Reliability Analysis

NO.	Factors	Cronbach's Alpha	No. of Items
1.	Task Conflict	0.888	4
2.	Relationship Conflict	0.861	4
3.	Process Conflict	0.895	4

4.	Intra –Group Conflict	0.859	4
5.	Inter-Group Conflict	0.890	4
6.	Team Performance	0.895	4

Source: Developed for the research

According to Table 4.6, reliability test and Cronbach’s alpha applied to observe the 24 items used to measure the 6 factors. These factors comprised of Task conflict, relationship conflict, process conflict, intra-group conflict, inter-group conflict and team performance.

The Cronbach’s Alpha obtained for task conflict is 0.888. Further, the factor of relationship conflict is measured by 4 items and the Cronbach’s Alpha is 0.861. Meanwhile, 4 items used to measure process conflict with 0.895 of Cronbach’s Alpha. Besides, the factor of intra-group is measures by 4 items and cronbach’s Alpha is 0.859. Inter-group conflict with 0.890 Cronbach’s Alpha. Lastly, team performance with Cronbach’s alpha of 0.895 is measure with 4 items.

The reliability coefficient for all examined factors in our study is acceptable. The reliability value for 6 factors examine by our study is considered good, which represent high in reliability and consistency. Since the Cronbach’s Alpha is greater than 0.8 thus, it is considered good. (Malhotra, 2007). The reliability analysis resulted to have satisfactory measurement qualities.

4.3 Inferential Analyses

4.3.1 Pearson Correlation

Pearson Correlation analysis will indicate the direction, strength, and significant of the bivariate relationship among the entire variable that will measure at an interval or ratio level.

4.3.1.1 Task Conflict

Hypothesis 1: There is positive relationship between task conflict and team performance

H₀: There is no significant relationship between task conflict and team performance.

H₁: There is significant relationship between task conflict and team performance.

Table 4.14: Pearson Correlation Coefficient analysis between task conflict and team performance

	Task Conflict	Team Performance
Task Conflict	1	.755**
Pearson Correlation		
Sig. (2-tailed)		.000
N	150	150

** . Correlation is significant at the 0.01 level (2 tailed)

* . Correlation is Significant at the 0.05 level (2 tailed)

Table 4.14 shows the result of the relationship between task conflicts and team performance. From the result, p-value = 0.000 which show that $p < 0.05$ thus reject H_0 . There is significant positive relationship between task conflict and team performance. It indicates that there is sufficient evidence that task conflict significance influence the team performance. The value of this correlation coefficient 0.755 is which show that relationship between task conflict and team performance is high.

4.3.1.2 Relationship Conflict

Hypothesis 2: There is negative relationship between relationship conflict and team performance

H₀: There is no significant relationship between relationship conflict and team performance.

H₁: There is significant relationship between relationship conflict and team performance.

Table 4.15: Pearson Correlation Coefficient analysis between relationship conflict and team performance

	Relationship Conflict	Team Performance
Relationship Pearson Conflict Correlation	1	.659**
Sig. (2- tailed)		.000
N	150	150

** . Correlation is significant at the 0.01 level (2 tailed)

* . Correlation is Significant at the 0.05 level (2 tailed)

Table 4.15 shows the result of the relationship between relationship conflicts and team performance. From the result, p-value = 0.000 which show that $p < 0.05$ thus reject H₀. There is significant positive relationship between relationship conflict and team performance. It indicates that there is sufficient evidence that relationship conflict significance influence the team performance. The value of this correlation coefficient 0.659 is which show that relationship between task conflict and team performance is moderate.

4.3.1.3 Process Conflict

Hypothesis 3: There is negative relationship between process conflict and team performance

H₀: There is no significant relationship between process conflict and team performance.

H₁: There is significant relationship between process conflict and team performance.

Table 4.16: Pearson Correlation Coefficient analysis between process conflict and team performance

	Process Conflict	Team Performance
Process Pearson Conflict Correlation	1	.480**
Sig. (2-tailed)		.000
N	150	150

** . Correlation is significant at the 0.01 level (2 tailed)

* . Correlation is Significant at the 0.05 level (2 tailed)

Table 4.16 shows the result of the relationship between process conflicts and team performance. From the result, $p\text{-value} = 0.000$ which show that $p < 0.05$ thus reject H_0 . There is significant positive relationship between process conflict and team performance. It indicates that there is sufficient evidence that process conflict significance influence the team performance. The value of this correlation coefficient 0.480 is which show that process between process conflict and team performance is moderate.

4.3.1.4 Intra-group Conflict

Hypothesis 4: There is positive relationship between intra-group conflict and team performance

H_0 : There is no significant relationship between Intra-group conflict and team performance.

H_1 : There is significant relationship between Intra-group conflict and team performance.

Table 4.17: Pearson Correlation Coefficient analysis between Intra-group conflict and team performance

	Intra-Group Conflict	Team Performance
Intra-Group Conflict Pearson Correlation	1	.790**
Intra-Group Conflict Sig. (2-tailed)		.000
N	150	150

** . Correlation is significant at the 0.01 level (2 tailed)

* . Correlation is Significant at the 0.05 level (2 tailed)

Table 4.17 shows the result of the relationship between Intra-group conflicts and team performance. From the result, p-value = 0.000 which show that $p < 0.05$ thus reject H_0 . There is significant positive relationship between Intra-group conflict and team performance. It indicates that there is sufficient evidence that Intra-group conflict significance influence the team performance. The value of this correlation coefficient 0.790 is which show that relationship between Intra-group conflict and team performance is high.

4.3.1.5 Inter-group Conflict

Hypothesis 5: There is positive relationship between inter-group conflict and team performance

H₀: There is no significant relationship between Inter-group conflict and team performance.

H₁: There is significant relationship between Inter-group conflict and team performance.

Table 4.18: Pearson Correlation Coefficient analysis between Inter-group conflict and team performance

	Inter-Group Conflict	Team Performance
Inter-Group Conflict	1	.783 **
Pearson Correlation		
Sig. (2-tailed)		.000
N	150	150

** . Correlation is significant at the 0.01 level (2 tailed)

* . Correlation is Significant at the 0.05 level (2 tailed)

Table 4.18 shows the result of the relationship between Inter-group conflicts and team performance. From the result, p-value = 0.000 which show that $p < 0.05$ thus reject H₀. There is significant positive relationship between inter-group conflict and team performance. It indicates that there is sufficient evidence that inter-group conflict significance influence the team performance. The value of this correlation coefficient 0.783 is which show that relationship between task conflict and team performance is high.

4.3.2 Multiple Regressions

Multiple regression analysis is an analysis to measure which variables are relatively important in the study rather than often using different scale units to measure independent variables (Hair, Babin, Money and Samouel, 2007). This standardized regression coefficient can be used to identify the beta value by the ranges from -1.00 to +1.00. The larger the absolute value of a standardized beta coefficient, the more relative importance it assumes in predicting the dependent variable. Thus, if p-value is below the significance level of 0.05, it will be significant throughout the test. (Burns and Bush, 2003)

Hypothesis 6: There are positive relationship between types of workplace conflicts (task conflict, relationship conflict, process conflict, intra-group conflict, inter-group conflict) and team performance

H₀: There is no significant relationship between types of workplace conflicts (task conflict, relationship conflict, process conflict, intra-group conflict, intergroup conflict) and team performance.

H₁: There is a significant relationship between types of workplace conflicts (task conflict, relationship conflict, process conflict, intra-group conflict, intergroup conflict) and team performance.

Table 4.19(a): Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830 ^a	.688	.677	.40481

a. Predictors: (Constant), Intergroup Conflict, Process Conflict, Relationship Conflict, Intra-group Conflict

Table 4.19(a) shows the result of the multiple regression analysis on test R which is 0.830 (R = 83.0%) represent the positive correlation between independent variables and dependent variable. While the test of R square is 0.688 (R² = 68.8%) represent the proportion of variance predictable in the team performance from the result above. Therefore, 31.2% of the variation in team performance was explained by other variables or factors that were not defined in this study.

Table 4.19(b): ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.088	5	10.418	63.572	.000 ^a
	Residual	23.597	144	.164		
	Total	75.685	149			

a. Predictors: (Constant), Intergroup Conflict, Process Conflict, Relationship Conflict, Intra-group Conflict

b. Dependent Variable: Team Performance

From the table 4.19(b), F-statistics is 63.572 and the p-value is zero which means that H_1 was accepted since the p-value is less than 0.05 level of significant. While H_0 fall under the rejection region thus the researchers may reject it. Under the level of significant, H_1 accepted which indicated that the five independent variables do explain significantly about the variance of team performance. Therefore, it shows that the researcher model is significant and the variation is good enough to explain all the predictors (independent variables) can be used to predict the dependent variable.

Table 4.19(c): Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.682	.176		9.533	.000
C1	.197	.079	.309	2.506	.013
C2	-.168	.068	-.256	-2.460	.015
C3	.097	.038	.136	2.580	.011
C4	.216	.100	.281	2.157	.033
C5	.308	.078	.430	3.957	.000

a. Dependent Variable: TP

C1: Task Conflict

C2: Relationship Conflict

C3: Process Conflict

C4: Intra-group Conflict

C5: Inter-group Conflict

Table 4.19(c) shows the Beta (β) values and p-value under coefficients table which can measure the importance of independent variable (task conflict, relationship conflict, process conflict, intra-group conflict, intergroup conflict) towards the dependent variable (team performance). From the result, it shows the intergroup conflict has the highest beta value, $\beta = 0.430$ which means it has most significant relationship towards team performance. About level of significance, it has p-value of 0.000 that less than 0.05. Hence, hypothesis 5 is supported where there is a positive relationship between intergroup conflict and team performance.

The second rank which fall at task conflict with beta value of 0.309 and the p-value of 0.013 that less than 0.05. It means that hypothesis 1 is supported where there is a positive relationship between task conflict and team performance.

Next will be intra-group conflict, it has β -value of 0.281 and p-value of 0.033. Since the p-value is less than 0.05 which means that hypothesis 4 is supported

where there is a positive relationship between intra-group conflict and team performance.

Relationship conflict is ranked as fourth place which consists of β -value of -0.256 and p-value of 0.015. Since p-value is fulfilling the requirement under level of significance thus hypothesis 2 is supported where there is a negative relationship between relationship conflict and team performance.

Lastly, process conflict with the β -value of 0.136 and p-value of 0.011 is ranked as last place, fifth. However, it has passed the level of significance hence, it also supported where there is a positive relationship between process conflict and team performance.

In the nutshell, since all the variables fulfill the requirement of $p < 0.05$, it can be concluded from the column headed 'B' under the category of unstandardized coefficients. Therefore, an equation of the regression model can be formed as following:

$$TP = 1.682 + (0.197 TC) - (0.168 RC) + (0.097 PC) + (0.216 IAC) + (0.308 IEC)$$

TP = Team Performance

TC = Task Conflict

RC = Relationship Conflict

PC = Process Conflict

IAC = Intra-group Conflict

IEC = Inter-group Conflict

4.4 Conclusion

In this chapter, frequency analysis is used to analyze the demographic characteristic and general information of the respondent. On the other hand, there are 24 items of factors measure using interval scale on the central tendencies by 5 point Likert scale form strongly disagree to strongly agree. Reliability test is used to measure the reliability of the items of six variables. Pearson correlation is used to measure the linear association of relationship between two metric variables. Lastly, multiple regression analysis is used to examine several independent variables (Task Conflict, Relationship Conflict, Process Conflict, Intra-Group Conflict and Inter-Group Conflict) and their influence on dependent variable (Team Performance).

The result shows that there are significant relationship between all the independent variables and dependent variable. Therefore, in the next chapter, all the result obtained in chapter will be discussed based on the major findings and implication of the study to those who are relevant. Finally, limitation and recommendation will be discussed for future study.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.0 Introduction

This chapter will be discussing on the conclusion based on the overall analysis and all the main findings of the research that has been layout in Chapter 4. A brief summary will be provided based on the analysis results computed in Chapter 4. Limitations of this study as well as recommendations for the future research will also be further discussed in this chapter. Lastly this chapter will be concluded precisely about the purpose of the whole study and also the objectives set.

5.1 Summary of Statistical Analyses

5.1.1 Summary of Descriptive Analysis

5.1.1.1 Demographic Profile

From the analysis of respondents' demographic profile, majority respondents are male which consisted of 79 respondents (52.7%) and 71 respondents (47.3%) were made up by female respondents. The respondents' gender is almost balance between female and male. The majority respondent's in ethnic group are Chinese consists of 97 respondents (64.7%) while Malay and Indian are contributed 27 respondents (18%) and 26 respondents (17.3%). Most of the respondents who work in advertising firm are Chinese. The respondent's age 20-30 years old have the highest frequency which is 90 respondents (60%) while respondents age below 20 years old make up only 2 respondents (1.3%). In term of education level, 119 respondents (79.3%) are degree holder; follow by 21 respondents (14%) for diploma holder and 9 respondents (6%) for master holder. The respondent's occupation level which is junior position have the highest 73 respondent (48.7%) while senior level is only 25 respondents (16.7%). Lastly, for the income level per month, 56 respondents (37.3%) had income level per month is RM 2000-RM 2999, however only 10 respondents (6.7%) had income level per month within the range RM 4000 above.

5.1.1.2 Central Tendency Measurement and Construct

For the task conflict, the statement "Frequently disagreement about your task in the team" scored the highest mean of 4.03. The statement of "Conflict often occurred regarding your work in the team" scored the lowest mean among all

items, which are 3.67. Most of the respondents always faced the problem of disagreement for the task in team based.

In term of relationship conflict, the statement “Relationship tension occurs in your result” has the highest scored of mean which is 3.99. However, the statement “Team members always have communication problem during discussion scores the lowest mean 3.68. This indicates that most of the respondent seldom face communication problem during discussion.

In the aspect of process conflict, the statement “Members in the team always disagree among themselves regarding task delegation” scored the higher mean 4.12 while the statement “ Disagreement often occurred about who should do what in your team” scored the lowest mean among all items which is 3.93. Respondents do not face problem on issues regarding who should do what frequently.

With respect to the Intra-Group conflict, the statement of “High tension happens among members in the team” has the highest scored of mean which is 4.24 and for the lowest mean of 4.05 which is the statement “ Team members often not willing to cooperate and participate in team decision making”. This indicates that some of the respondents participate well in team decision making which help them work efficiently in the team.

For the inter-group conflict, the statement “Tension between members of own and other team is sometimes painful” scored the highest mean of 4.21. The statement of “The goal of each team is not reconcilable with each other” scored the lowest

mean among all items which is 4.03. This indicates that the respondents actually feel uneasy when tension exists between members of own and other team.

Lastly, for team performance, the statement “Team-based structure could tend to increase organization’s effectiveness and efficiency scored the higher mean of 4.38. The statement of “Team adherence schedule and budget work well” scored the lowest mean among all items which is 4.33. These respondents who work in the advertising firm trust that team may lead to efficiency of production.

5.1.2 Scale Measurement

5.1.2.1 Reliability Test

The scale measurement is being measures based on the reliability test. The Cronbach’s alpha has been applied to observe the reliability of the 24 items that were used to measure the six factors. Among the six factors, process conflict and team performance have the highest scored with the Cronbach’s alpha of 0.895 followed by inter-group conflict 0.890. Next is the task conflict with Cronbach’s alpha of 0.888 and the relationship conflict with Cronbach’s alpha of 0.861. Lastly, intra-group conflict has the lowest score with the Cronbach’s alpha of 0.859. All the result were reliability with the reliable values greater than 0.60.

5.1.3 Summary of Inferential Analysis

5.1.3.1 Pearson's Correlation Analysis

Pearson Correlation has been used to measure the relationship and association among the six factors. From the Pearson correlation test, the computer correlations between the team performance and five factors (task conflict, relationship conflict, process conflict, intra-group conflict and inter-group conflict) are 0.755, 0.659, 0.480, 0.790, 0.783, respectively. All the factors are statistically significant at the 0.05 level. Under the rules on Pearson's correlation, the range between 0.50 to 0.80 is considered good enough. For the P-value in our study, the result is approaching 0.50 to 0.80. Hence, the result proved that the team performance has significant positive relationship and association with task conflict, relationship conflict, process conflict, intra-group conflict and inter-group conflict.

5.1.3.2 Multiple Regression Analysis

Based on the result of multiple regression analysis, $R^2 = 0.688$ mean that 68.8 percent of the variation in team performance is explained by task conflict, relationship conflict, process conflict, Intra-group conflict and inter-group conflict. The F-statistics is 63.572 and the p-value is zero, which means that H_1 is accepted since the p-value is less than 0.05 level of significant.

According the result of Multiple regression, H1, H3, H4, and H5 is accepted, there is a significant relationship between task conflict, relationship conflict, process conflict, Intra-group conflict and inter-group conflict and team performance since each of the significance is 0.013, 0.015, 0.011, 0.033, 0.000 which less than p-value 0.05.

The multiple regression equation for this study is formed as:

$$TP = 1.682 + (0.197 TC) - (0.168 RC) + (0.097 PC) + (0.216 IAC) + (0.308 IEC)$$

TP = Team Performance

TC = Task Conflict

RC = Relationship Conflict

PC = Process Conflict

IAC = Intra-group Conflict

IEC = Inter-group Conflict

From the result, inter-group conflict ($\beta = 0.430$) is focused to have the strongest impact on the team performance which is significant at 0.05 level. Followed by task conflict ($\beta = 0.309$), intra-group conflict ($\beta = 0.281$), relationship conflict ($\beta = 0.256$) and process conflict ($\beta = 0.136$).

5.2 Major Findings

5.2.1 Relationship between task conflict and team performance

H₁: Task conflict is positively related to team performance.

The findings from the result show that there is a significant positive relationship between task conflict and team performance with a significance value of 0.013 ($p < 0.05$). Whereas the Beta (β) values consist of 0.309 which signifies that one unit change in task conflict will lead to 0.309 unit change in team performance.

According to Simons and Peterson (2000), the groups who experience task conflict tend to make better decisions because such conflict encourages greater cognitive understanding of the issue being considered. Besides, task conflict can improve decision-making outcomes and group productivity by increasing decision quality through incorporating devil's advocacy roles and constructive criticism (Cosier and Rose, 1977; Schweiger, Sandberg & Rechner, 1989; Amason, 1996). Jehn (1995) suggested that moderate levels of task conflict are constructive, since they stimulate discussion of ideas that help groups perform better (Jehn, 1995). Therefore, the result is proving that task conflict can positively affect team performance in workplace.

5.2.2 Relationship between relationship conflict and team performance

H₂: Relationship conflict is negatively related to team performance

As for this hypothesis, the result had shown the result in which there is a significant negative relationship between relationship conflict and team performance. From the level of significance, relationship conflict has a value of 0.015 which follow the rule that p-value lower than 0.05. However, it consists of β -value of -0.256 which can prove that there is negative relationship towards dependent variable, team performance.

According to Berdensky et al. (2010), relationship conflict is most likely to happen when there is emotional tension among team members, frequent personal friction among team members and when personality conflicts are evident. Deutsch (1969) said that relationship conflicts decrease goodwill and mutual understanding, which hinders the completion of organizational tasks. Relationship conflict interfere with task-related effort because members focus on reducing threats, increasing power, as well as attempting to build cohesion rather than working on the task and these limit the information processing ability of the team (Simons and Peterson, 2000). Since relationship conflict is not related to task conflict, team members often experience strong negative emotions, misperceptions or stereotypes, poor communication or miscommunication, or repetitive negative behaviors. These situations could amount to destructive conflict and team performance will be affected.

5.2.3 Relationship between process conflict and team performance

H₃: Process conflict is negatively related to team performance

From the findings, it shows that p-value of 0.011, which is lower than level of significance 0.05, but it consists of beta (β) value of 0.136, which considered that there is positive relationship between process conflict and team performance. This result is against our hypothesis created hence, there are some authors with different ideas about this conflict can support and assume this finding.

According to Watson, Johson, and Merritt (1998), team process is an important element in developing team synergy. This conflict mainly caused by further cultural differences however, it might influence the nature of the teams' learning process and outcomes. These authors also said that group's process tasks may significantly added by individual differences. Besides, this process feedback may be a key to the utilization and self- and team-orientation cycles. The research from Watson, Danielle, Jose, and Nancy (2008) identify that Mexican teams demonstrated less effective team processes with more conflict. From the entire research show that process conflict carried from team are considered some positive relations inside. Therefore, it can be assume that advertising industry at Klang Valley in Malaysia has changed in individual and cultural differences in order to fix this field of conflict. While from these changes, it can be assuming that advertising industry had started using process conflict to create team synergy and teams' learning outcomes. Indeed, we were carried out the result with positive relationship between process conflict and team performance.

5.2.4 Relationship between intra-group conflict and team performance

H₄: Intra-group conflict is positively related to team performance

From the result carried out, it shows that this conflict has p-value of 0.033 ($p < 0.05$) and the unstandardized coefficient value (β) consist 0.281 which can show that there is positive relationship between intra-group conflict and team performance.

Berdensky, Behfar, Weingart, Todorova, Bear & Jehn (2010) suggested that intra-group conflict has paradoxical effects on group performance as it both restricts and facilitates information sharing and processing, potentially generating both functional and dysfunctional group dynamics. Honest disagreement between team members normally provides the mechanism that helps decision-makers select the best solution to a problem but misconceptions might generate negative feelings between team members that degrade productivity. Other predictors of group performance, beyond the frequency or number of times conflict episodes occur within groups, are the size or scope of a conflict (Deutsch, 1969; Bagozzi, 1993; Russell & Fehr, 1994) and its duration, and Jehn labeled it as importance.

5.2.5 Relationship between inter-group conflict and team performance

H₅: Inter-group conflict is positively related to team performance

From the findings, it shows this inter-group conflict has highest ranking between each conflicts which consist of p-value of 0.000 ($p < 0.05$). About the unstandardized coefficient value, beta (β) value, it has $\beta = 0.430$ which signifies that one unit change in task conflict will lead to 0.430 unit change in team performance. From those findings, it can prove that there is a positive relationship, indeed, it can positively relate with team performance.

Julian and Perry's (1967) experimental study found that groups in competitive conditions increased quality and quantity of their output more than the groups under cooperative conditions. In this sentence, it can prove that inter-group is useful and mostly used by organization management. Besides, intergroup conflict requires actively setting the ingroup's interests against with outgroup's interests (Tajfel and Turner, 1979). When the presence of an outgroup directly challenges the value of belonging to an ingroup (as is the case in intergroup conflict), ingroup members experience a threat to the value of their group, prompting them to protect their social identity and defend the value of the group (Branscombe, Ellemers, Spears, & Doosje, 1999). It means that under intergroup, it consists of ingroup and outgroup interest as known as conflict which affect both kind of groups challenge prompting to protect each other's benefits. Therefore, it can show that it has the positive relationship between inter-group conflict and team performance.

5.3 Implication of the Study

5.3.1 Managerial Implications

Given the rise in application of teams and teaming worldwide, organizations are placing greater reliance on these teams to maintain competitiveness, further improve effectiveness and efficiency, achieve competitive advantage, and ensure sustainability in this rapidly changing environment. This could be seen especially in advertising industry, whereby teams are utilized in conducting tasks at a daily basis. Therefore, enhancing team effectiveness and performance has become a significant matter to prevailing organizations. Identification of factors which could affect the performance of teams positively or even negatively becomes an important step for organizations to enhance their performance as well as outcomes. In this research, the focus is on workplace conflicts that are capable of affecting team performance. The results of this research demonstrate several implications that assist organizations in advertising industry to identify types of conflict which are present while enhancing the performance of teams.

First of all, research finding indicates that there is a significant relationship between task conflict and team performance. Task conflict is capable of affecting team performance positively. Task conflict is considered a 'healthy' conflict as it encourages cognitive understanding on the issues in dispute regarding task being performed (Simons and Peterson, 2000). Organizations should make use of the existence of task conflict in order to improve quality of decisions being made by the members of team. This is because when the members disagree on certain task-related issues, it stimulates their capabilities and knowledge in discussion of ideas

on how to solve the issue as well as improve the performance of team. Therefore, managers or team leaders should encourage their members to voice out their opinions and ideas and provide constructive comments whenever disagreement happens.

On the other hand, the result of this research demonstrates the significant relationship between relationship conflict and team performance. However, relationship conflict is said to be detrimental to the performance of team (Knight, Pearce, Smith, Olian, Sims, Smith & Flood, 1999). This negative impact is mainly due to the nature of the conflict itself, which involves personal issues such as hatred among the group members. Organizations should be aware of the negative consequences which come along with relationship conflict and team members should be prohibited from engaging themselves in relationship conflict. Relationship conflict reduces team performance in the sense that members are not able to work together as a team due to the fact that they are too focused in reducing threats and increasing power rather than completing their tasks. Thus, managers or team leaders should put more effort in finding out ways to resolve relationship conflict such as tolerance, mutual respect, value harmony and others.

It is also proven that process conflict plays an important role in affecting performance of teams. Based on the research finding, process conflict is capable of having a negative effect on team performance. This is because process conflict hinders task content quality and misdirects focus to unrelated discussions of member ability (Jehn, 1997). In other words, when members start to question on who should do what and the best way to complete a task, the main focus is often on the ability of members instead of the task content itself. When member's capability is interrupted, individual performance will be affected and eventually affecting the performance of the particular team. Organizations should improve in

terms of material interests or resources allocation to minimize the negative effect of process conflict as conflict is deemed inevitable. Not only that, standard operating procedures must be revised time to time in order to keep up to the pace of the rapidly changing environment while lessening confusions and disputes on the logistical and delegation issues that could amount to process conflict among members of team.

Other than that, the results from this research show that there is a significant relationship between intra-group conflict and team performance. Intra-group conflict refers to conflict which occurs among the members within a particular team (United Nations Economic and Social Commission for Asia and the Pacific, 2002). A positive relationship is verified in this research as intra-group conflict benefits team performance in the sense that it facilitates information sharing. Discussions will be held in order to resolve conflicts in a team and this is where information sharing takes place. Furthermore, honest disagreement among members promotes constructive feedbacks in choosing the best decision or solution. Organizations should handle intra-group conflict positively and ensure minimal level of misconceptions as they are capable of generating negative feelings between members of the team that are sufficient to hinder team performance.

Last but not least, results evidence of this research demonstrates the significant, positive relationship between inter-group conflict and team performance. Inter-group conflict refers to conflict which occurs between two or more groups. This facilitates team performance as different teams tend to compete among each other for resources in order to outperform one another. By then, team performance can be improved as friendly competition among different teams could bring out the real potential, skills and capabilities within the members. However, the

competition could amount to rivalry if it is not well handled. Organizations should engage more in activities such as collective bargaining to ensure fair and justified allocation of resources as a mean to handle inter-group conflict in less disruptive ways (Fisher, 1990).

5.4 Limitation of study

There are several limitations that have been identified through the whole study process. Firstly, sample size is the one of the limitations within the study process. The area of Klang Valley is too large, we are not able to distribute the questionnaire in such large area. Therefore, the scope of respondent for the questionnaire is small, which only 150. The small sample size could affect the accuracy of the study.

Besides that, time constraint is another limitation in this study. Since we are not familiar with the area of Klang Valley, we do not have enough time to visit more company and distribute the questionnaire. This makes respondent from certain districts at Klang Valley could not participate in fill up the questionnaire. This could affect the accuracy of the result.

Ethnic group composition of the respondent is one of the area limits the chance of generalization. Based on demographic in chapter 4, most of the respondent is Chinese. As we know that, different race could have different mindset and culture,

and it might affect the result. Thus, this result is not representing Malaysia largest ethnic group which is Malay.

Furthermore, the questionnaire survey might not be responsive and the result might inaccurate. Respondent might not provide the best answer throughout the questionnaire, as they might think that it could infringe their privacy and it may not be ethical to disclose the accurate information that is confidential. Besides, respondent might not willing to participate in answering the questionnaire due to their rush schedule. Such circumstances constraint us to obtain the reliable information.

Moreover, we had difficulties in getting information during the study process. It consumes us a lot of time to searching the useful information and delayed our progress.

5.5 Recommendation for future research

This study has provided several recommendations for employer, employee, and future researchers. Even though types of conflicts would affect team performance, this study has come out with a number of recommendations that can improve the team performance as well as organization performance.

Based on the current result, even though most of workplace conflicts within team lead to positive outcome, but generally it can destroy the relationship between employer and employee. One of the key elements to reduce conflict is to give the authority or empowerment to the employee, so that employee will not feel tie to the rules and regulations. Besides, employer should give sufficient freedom to employee to do what they want. By doing so, employees are become more motivate and can speak out their' idea, this could make them feel that they are more valuable to the team, or even the organization.

Furthermore, future research should be conducted in a larger sample size, most excellent is whole Malaysia. This is because more respondent involved participate in the questionnaire survey, the collection of data will be more accurate as well as more reliable than a small sample size. Besides, future researchers could use qualitative research in order to obtain comment and recommendation from the respondents by studying closely on what they needs. In addition, future research can select other independent variables that can affect team performance. It might come out with more meaningful findings or precise result.

It is important to solve the workplace conflict in order to improve the team performance. Company should organize more training program to train employee to manage the conflict effectively. Past decades, many researchers have studied how to solve conflict in the organization through an appropriate manner. This can be clearly seen by how the employee reacts in conflict that arise or affect them in a way. Moreover, company can introduce soft skill program such as communication skills. Nowadays, employees without a good communication skill can lead to misinterpretation or misunderstanding.

5.6 Conclusion

Globalization brings an important impact to organizations as they aim to be flexible and adaptable in order to ensure their sustainability and competitiveness in global market. The utilization of teams and teaming contribute in increased flexibility as well as adaptability of organizations so as to keep up to the rapidly changing environment. Thus, team performance becomes an important issue to be taken account of by every organization as performance of teams contributes to the overall performance of an organization. Due to the fact that teams consist of individuals with distinctive characteristics, personality and viewpoints, disagreements may happen and hence, conflict within teams is probable. These conflicts are capable of affecting the performance of teams.

Five workplace conflicts are identified and examined on their relationship with team performance. Task conflict refers to disagreements on task being performed and there is a positive relationship between task conflict and team performance. Relationship conflict is mainly on interpersonal incompatibilities and it is proven that it affects team performance negatively. Process conflict is subject to the disagreements regarding logistical and delegation issues. Based on the results, process conflict has a negative outcome on team performance as well. Intra-group conflict is known as conflicts which occurred within a team and it brings benefits to team performance as a positive relationship is examined between both intra-group conflict and team performance. As for inter-group conflict, it is defined as conflict which occurred between two or more groups and the mentioned conflict positively influence the performance of team.

Given the results of this study, it contributes in terms of understanding the behavior of members in a team as well as knowing why conflict in a group arises at all times. On the other hand, organizations can take advantage of the positive effects of conflict and be aware of the negative consequences of conflict in order to improve team performance. In conclusion, it is essential for organizations to recognize the importance of conflict in order to maintain competitiveness, further improve effectiveness and efficiency, and achieve competitive advantage while enhancing team performance.

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APPENDICES

Appendix 3.1 - Questionnaire

Appendix 3.2 - Pilot Testing

Appendix 4.1 - Frequency

Appendix 4.2 - Reliability Result

Appendix 4.3 - Pearson Correlation Coefficient Result

Appendix 4.4 - Multiple Regression Analysis Result

Appendix 3.1



Universiti Tunku Abdul Rahman

Questionnaire

Workplace Conflict affecting Team Performance

Dear Respondents:

We are students from Universiti Tunku Abdul Rahman, currently pursuing a business degree in Bachelor of Business Administration (Hons) Year 3 Semester 1. We are currently doing our Final Year Project with the title “Workplace conflict affecting team performance”. Thus the results of this questionnaire will be contributed to the completion of this project.

The purpose of this research is to examine the significant relationship between workplace conflict and employees’ team performance in a specific industry which is advertising for research purpose. Therefore, this research will enable management team to know more about the importance of workplace conflict which may affect team performance in an organization.

This questionnaire consists of 3 sections. Section A is about personal details of the respondents, Section B focuses on types of workplace conflicts in a team and lastly, Section C is about the overall team performance level.

The following is the group members' details:

Chong Mei Poh	09ABB07501
Chang Lee Yee	10ABB00415
Lee JiannWoei	09ABB08142
Ong Yun Ru	09ABB06603
Tay Cher Hui	09ABB05785

Lastly, please read the instructions conscientiously before answering the questions. Your cooperation is highly appreciated. All the information from this questionnaire will be kept confidential and be used solely for academic purposes. Thank you.

Section A: General Information

This section is about the personal details of respondent. Please tick (/) for each of the following:

1) What is your gender?

- Male
- Female

2) Ethnic Group:

- Malay
- Chinese
- India
- Others (Please specific) _____

3) Age :

- Below 20 years old
- 20- 30 years old
- 31- 40 years old
- 41- 50 years old
- Above 51 years old

4) Education Level :

- Diploma
- Degree
- Master
- Other (Please specific) _____

5) Occupation Level :

- Junior position

- Executive position
- Senior position

6) Income Level :

- RM 1000 – RM1999
- RM 2000 – RM2999
- RM 3000 – RM3999
- RM 4000 above

7) Do you think that team conflict should occur in workplace?

- Yes
- No

8) Do you think that team performance is important in workplace?

- Yes
- No

Section B: Factors of Workplace Conflicts

The following set of statements is related to the factors of workplace conflicts in a team. The number 1 to 5 represents a continuum with 1 being strong disagreement and 5 being strong agreement. Based on your experience as work in a team, please circle the number that best reflects your opinion from the statement.

SD = Strongly Disagree

N = Neutral

SA = Strongly Agree

Part 1: Task Conflict

		SD		N		SA
1.	Frequently different ideas in the team actually cause the conflict.	1	2	3	4	5
2.	People in the team often disagree with my opinions regarding work being done.	1	2	3	4	5
3.	Conflict often occurred regarding your work in the team.	1	2	3	4	5
4.	Frequently disagreements about your task in the team.	1	2	3	4	5

Part 2: Relationship Conflict

		SD		N		SA
5.	Relationship tension occurs in your team.	1	2	3	4	5
6.	Team members always have communication problem during discussion.	1	2	3	4	5
7.	Worse relationship among the people in your team.	1	2	3	4	5
8.	Team member unconcern about maintaining a friendship with the other team members	1	2	3	4	5

Part 3: Process Conflict

		SD		N		SA
9.	Members in the team always disagree among themselves regarding task delegation.	1	2	3	4	5
10.	There is conflict among members during planning session.	1	2	3	4	5
11.	Disagreements often occurred about who should do what in your team.	1	2	3	4	5
12.	You feel uncomfortable when delegate important functions to your team members.	1	2	3	4	5

Part 4: Intra-group Conflict

		SD		N		SA	
13.	High tension happens among members in the team.	1	2	3	4	5	
14.	People in your team often disagree regarding the work being done.	1	2	3	4	5	
15.	Your team members feel uncomfortable when questioning each other's ideas.	1	2	3	4	5	
16.	Team members often not willing to cooperate and participate in team decision making.	1	2	3	4	5	

Part 5: Inter-group Conflict

		SD		N		SA	
17.	Each team in an organization is not willing to work effectively together in order to respond to problems.	1	2	3	4	5	
18.	If resources are needed, each team will not help out each other effectively.	1	2	3	4	5	
19.	Tension between members of own and other team is sometimes painful.	1	2	3	4	5	
20.	The goal of each team is not reconcilable with each other.	1	2	3	4	5	

Section C: Overall Team Performance

Please circle the number that best reflects your opinions about the statements.

SD = Strongly Disagree

N = Neutral

SA = Strongly Agree

		SD		N		SA
1.	Decision quality can be improved in team formed.	1	2	3	4	5
2.	Working in a team can commit members to produce quality work.	1	2	3	4	5
3.	Team-based structure could tend to increase organization's effectiveness and efficiency.	1	2	3	4	5
4.	Team adherence schedule and budget work well.	1	2	3	4	5

Appendix 3.2

Pilot Testing

Task conflict

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.666	4

Relationship conflict

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.753	4

Process conflict

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.767	4

Intra-group conflict

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.715	4

Inter-group Conflict

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.766	4

Team Performance

Case Processing Summary

		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	.0
	Total	30	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.914	4

Appendix 4.1

Frequency

Gender of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	79	52.7	52.7	52.7
Female	71	47.3	47.3	100.0
Total	150	100.0	100.0	

Ethnic Group of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Malay	27	18.0	18.0	18.0
Chinese	97	64.7	64.7	82.7
India	26	17.3	17.3	100.0
Total	150	100.0	100.0	

Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 20 years old	2	1.3	1.3	1.3
20-30 years old	90	60.0	60.0	61.3
31-40 years old	37	24.7	24.7	86.0
41-50 years old	15	10.0	10.0	96.0
Above 51 years old	6	4.0	4.0	100.0
Total	150	100.0	100.0	

Education Level of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma	21	14.0	14.0	14.0
Degree	119	79.3	79.3	93.3
Master	9	6.0	6.0	99.3
Others	1	.7	.7	100.0
Total	150	100.0	100.0	

Occupation Level of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Junior Position	73	48.7	48.7	48.7
Executive Position	52	34.7	34.7	83.3
Senior Position	25	16.7	16.7	100.0
Total	150	100.0	100.0	

Income Level of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid RM 1000- RM1999	53	35.3	35.3	35.3
RM 2000- RM2999	56	37.3	37.3	72.7
RM 3000- RM3999	31	20.7	20.7	93.3
RM 4000 above	10	6.7	6.7	100.0
Total	150	100.0	100.0	

Appendix 4.2

Reliability Results

Task conflict

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.888	4

Relationship conflict

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.861	4

Process conflict

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.895	4

Intra-group conflict

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.859	4

Inter-group conflict

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.890	4

Team performance

Case Processing Summary

		N	%
Cases	Valid	150	100.0
	Excluded ^a	0	.0
	Total	150	100.0

Reliability Statistics

Cronbach's Alpha	N of Items
.895	4

Appendix 4.3

Pearson Correlation Coefficient Result

		Correlations					
		Task Conflict	Relationship Conflict	Process Conflict	Intra-group Conflict	Inter-group Conflict	Team Performance
Task Conflict	Pearson Correlation	1	.877**	.432**	.896**	.837**	.755**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	150	150	150	150	150	150
Relationship Conflict	Pearson Correlation	.877**	1	.388**	.836**	.829**	.659**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	150	150	150	150	150	150
Process Conflict	Pearson Correlation	.432**	.388**	1	.467**	.416**	.480**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	150	150	150	150	150	150
Intra-group Conflict	Pearson Correlation	.896**	.836**	.467**	1	.890**	.790**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	150	150	150	150	150	150
Inter-group Conflict	Pearson Correlation	.837**	.829**	.416**	.890**	1	.783**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	150	150	150	150	150	150
Team Performance	Pearson Correlation	.755**	.659**	.480**	.790**	.783**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	150	150	150	150	150	150

** . Correlation is significant at the 0.01 level (2 tailed)

* . Correlation is Significant at the 0.05 level (2 tailed)

Appendix 4.4

Multiple Regression Analysis Result

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.830 ^a	.688	.677	.40481

- a. Predictors: (Constant), Task Conflict, Relationship Conflict, Process Conflict, Intra-group Conflict, Inter-group Conflict
- b. Dependent variable : Team Performance

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.088	5	10.418	63.572	.000 ^a
	Residual	23.597	144	.164		
	Total	75.685	149			

- a. Predictors: (Constant), Task Conflict, Relationship Conflict, Process Conflict, Intra-group Conflict, Inter-group Conflict
- b. Dependent variable : Team Performance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.682	.176		9.533	.000
Task Conflict	.197	.079	.309	2.506	.013
Relationship Conflict	-.168	.068	-.256	-2.460	.015
Process Conflict	.097	.038	.136	2.580	.011
Intra-Group Conflict	.216	.100	.281	2.157	.033
Inter-Group Conflict	.308	.078	.430	3.957	.000

a. Dependent variable : Team Performance