

**ASSESSING EMPLOYEES' PERCEPTION OF CONFLICT MANAGEMENT
(CAUSES, EFFECTS) AN EMPIRICAL STUDY AT EMPLOYEES' WORKING ON
MALATHIK FOR REAL ESTATE DEVELOPMENT AND INSTALLMENTS
COMPANY**

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ABSTRACT: *The concept of conflict has been treated as a general social phenomenon, with implications for the understanding of conflict within and between organizations. (Mike Amuhaya Iravo 2011). Employee conflict in the workplace is a common occurrence, resulting from the differences in employees' personalities and values. Dealing with employee conflict in a timely manner is important to maintaining a healthy work environment. There are different causes and effects of conflicts has been investigated by academic researchers from 1978 till now, however still no agreement between researchers for causes and effects of conflicts. The purpose of this study is to assess employees' perception of conflict management (Causes, Effects) for employees' working on Malathik for real estate development and Installments Company. The research design was a descriptive survey. This design was adopted because it is most appropriate and helpful in determining and describing the perception of respondents on the variables studied (Gay, 1992; Newman, 2003). The target population comprised employees who had worked at Malathik for real estate development and Installments Company. The researcher designed and distributed (40) questionnaire forms and excluded (11) forms due to the lack of information which means overall sample is (29) employee . The data for the study was collected between September and November 2016. The data collected were edited, coded and processed with the Statistical Package for Science Solutions (SPSS), and discussed in narrative style for clarity and better understanding. Pearson correlation coefficient value was significant at the (0.05) level in dimension one (causes of conflict) and dimension two (effects of conflict) which reflect high validity for data to be used for analysis. Also alpha coefficient greater than the minimum acceptable 60% which was 69%, indicating a high reliability. The SPSS results for causes of conflict indicated that employee's strongly agree about cause of conflict in their company come from ego problems and salaries & wages .The results also indicated that total mean of question number 2 is (2.34) which reflect that employees did not agree about poor organizational structure at Malathik Company while the total mean for question number three is 2.83 which reflect neutral answer. The SPSS results for effects of conflict indicated that employee's agree about effect of conflict lead to low morale, low quality and lack of direction .The results also indicated that total mean of question number 8 is (2.34) which reflect that employees did not agree about low productivity at Malathik Company while the total mean for question number ten is 2.90 which reflect neutral answer. Finally, Based on research results and literature review, researcher has developed guidelines to avoid conflict not only suitable for Malathik Company but also can be applied in any organizations.*

KEYWORDS: Conflict, Perception, Employees, Causes of Conflict, Effects of Conflict

INTRODUCTION

Businesses nowadays are operating in a turbulent environment where organizations and institutions are searching for measures that will allow them to improve their performance and competitiveness. (Dodd, 2003). Conflict among workers in an organization is inevitable. When people work together, conflict becomes a part of doing business--it's a normal occurrence in any workplace. Employee conflict in the workplace is a common occurrence, resulting from the differences in employees' personalities and values. Dealing with employee conflict in a timely manner is important to maintaining a healthy work environment.

The present research will focus on assessing employees' perception of conflict management (causes, effects) for employees' working on Malathik for real estate development and Installments Company.

Research Problem

The main problem of this research is to assess employees' perception of conflict management (causes, effects) for employees' working on Malathik for real estate development and Installments Company.

Research Questions

Based on research problem, the researcher formulates the research problems as below:

- A- What are the perception of respondents toward main causes of conflict?
- B- What are the perception of respondents toward main effects of conflict?

Research Objectives

By reviewing studies, reports, periodicals and books related to the topic of study, the researcher identifies the main objectives of this research at the following objectives:

- A- Define the meaning of conflict.
- B- Define the meaning of Conflict Management.
- C- Models in Conflict Management
- D- Process of conflict.
- E- Types of Conflict.
- F- Causes of Workplace Conflict.
- G- Conflict Management Strategies
- H- Conflict Management techniques.
- I- Employees' Perception.
- J- Effects of Conflict.
- K- Identify the causes & effects of conflict at Malathik for real estate development and Installments Company based on statistical analysis (SPSS)

RESEARCH METHODOLOGY

The research design was a descriptive survey. This design was adopted because it is most appropriate and helpful in determining and describing the perception of respondents on the variables studied (Gay, 1992; Newman, 2003). The target population comprised employees who had worked at Malathik for real estate development and Installments Company. The researcher designed and distributed 40 questionnaire forms and excluded 11 forms due to the lack of information which means overall sample is 29. The data for the study was collected between September and November 2016. The data collected were edited, coded and processed with the Statistical Package for Science Solutions (SPSS), and discussed in narrative style for clarity and better understanding.

Samples design & Data Collection Method

The target population of this research is all employee's working at Malathik for real estate development and Installments Company in order to investigate their Perceptions of causes & effects of conflict. The study tool is a Three-part questionnaire designed by the researcher, The first part consists of Five questions containing demographic information, The Second part consist of 5 questions related to causes of organizational Conflict .The third part consist of 5 questions related to effects of conflict .All the items were measured using five-point Likert scale ,five points for "Strongly agree", four points for "Agree", three points for "Neutral ", two points for "Disagree", and one point for "Strongly disagree".

Likert scale analysis has been used as below:

1. Strongly disagree
2. disagree
3. Neutral
4. agree
5. Strongly agree

Data Analysis Methods

Descriptive statistical techniques has been used to describe the characteristics of the study sample as below:

- Percentages , frequencies , Mean and standard deviation
- "Five - Point-Likert Scale".
- The statistical package (SPSS) is used for analysing data and general information.

Correlation coefficient (Cronbach's alpha- Pearson correlation coefficient) and interpretation of results

LITERATURE REVIEW

The meaning conflict

Conflict situations are an important aspect of the workplace. Although it's generally accepted that conflict is an inevitable and integral part of the work environment, it's important to clarify

just what conflict means. Dzisi, Smile (2014) several attempts have been made by various authorities at defining conflict in modern societies. However, no single definition stands out so clearly and distinct. Conflict is synonymous with antagonism, opposition, disagreement, discord, combat and encounter. Conflict can also connote competition between or among groups in society. Ursing (2003) stated that conflict is the differences in perspectives, beliefs, actions or interests which are sometimes verbalized and sometimes they are not. Mankoe (2007), also defined conflict as the pursuit of incompatible or at least seemingly incompatible goals, such that gains to one side come out of the expense of the other. Rahim (2001) looked at conflict as “an interactive process manifested in incompatibility, disagreement or dissonance within or between social entities (that is individual, group, organization, etc.).”

Conflict Management Definition

Conflict management is the process of limiting the negative aspects of conflict while increasing the positive aspects of conflict. The aim of conflict management is to enhance learning and group outcomes, including effectiveness or performance in organizational setting (Rahim, 2002). Based on Ndulue & Ekechukwu (2016) cited from Hellriegel (2010), define conflict management as the interventions designed to reduce conflict, or in some instances, to increase insufficient conflict. It is a process whereby managers design plans, and implement policies and procedures to ensure that conflict situations are resolved effectively. Knippen, Yohan, and Ghalla (2011), asserted that conflict management broadens understanding of the problem, increases the resolutions and tend to work towards consensus and to seek a genuine commitment to decision making. Since there is a broader, stronger element of disagreement and discord within the conflict process, a considerable amount of mental and psychological energy is generated. The ability to divert this energy into productive achievement for both parties involved in the conflict can result in the conversion of conflict into a joint finding and problem solving solution (Prentice, 2006). Conflict management is the practice of being able Conflict is a fact of life in any organizations as long as people compete for jobs, resources, power, recognition and security. In addition, dealing with conflicts is a great challenge to management. (Adomi and Anie, 2005). Conflict management contributes significantly to successful leadership and teamwork, improves product and service quality for customers, builds customer loyalty, reduces costs, and uses financial resources wisely (Tjosvold, Hui, & Law, 2001).

Models in Conflict Management

Researcher Mike Amuhaya Iravo (2011) mentioned to different models in conflict management

The concept of conflict has been treated as a general social phenomenon, with implications for the understanding of conflict within and between organizations. It has also assumed various roles of some importance in attempts at general theories of management and organizational behavior. Slowly crystallizing out of this, are a few among many existing conceptual models designed to deal with the major classes of conflict phenomena in organizations:

Bargaining Model

It is a model designed to deal with conflict among interest groups in competition for scarce resources Dana, (2001). This model is particularly appropriate for the analysis of labor-management relations, budgeting processes, and staff-line conflicts. Each conflict relationship

is made up of a sequence of inter-locking conflict episode exhibits a sequence or pattern of development and the conflict relationship can be characterized by stable patterns that appear across the sequence of episodes. This orientation forms the basis for a working definition of conflict.

Bureaucratic Model

This model is primarily concerned with the problems caused by institutional attempts to control behavior and the organization's reaction to such control (De Dreu and Weingart, 2003). It is applicable in the analysis of superior-subordinates conflicts or, in general, conflicts along the vertical dimension of a hierarchy. Conflict may be functional as well as dysfunctional for the individual and the organization; it may have its roots either within the individual or in the organizational context; therefore, the desirability of conflict resolution needs to be approached with caution.

Systems Model

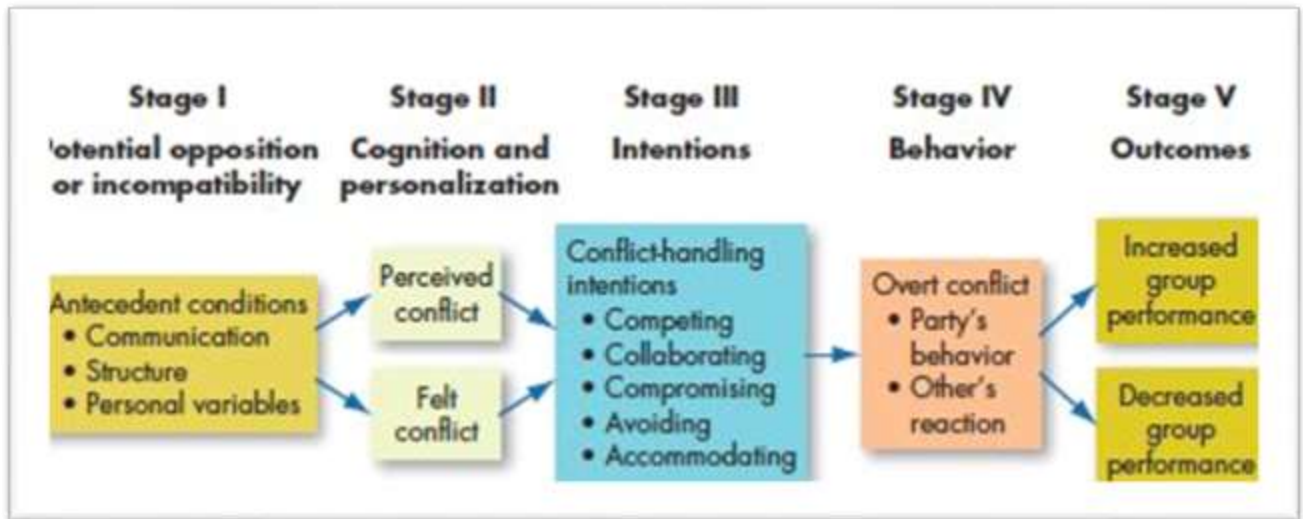
In this model conflict is intimately tied up with the stability of the organization, not merely in the usual sense that conflict is a threat to stability, but in a much more complex fashion; that is, conflict is a key variable in the feedback loops that characterize organizational behavior. The model is directed at lateral conflict, or conflict among the parties to a functional relationship. Analysis of the problems of coordination is the special province of this model (DiPaola and Hoy, 2001).

The Role Conflict Model

This model treats the organization as a collection of role sets, each composed of the focal person and his role senders Fried et. al (1998). Conflict is said to occur when the focal person receives incompatible role demands or expectations from the persons in his role set. This model has the drawback that it treats the focal person as merely a passive receiver rather than as an active particular in the relationship. It is argued here, that the role conflict model does not postulate a distinct type of latent conflict. Instead, it defines a conceptual relationship, the role set, which may be useful for the analysis of all three forms of latent conflict described.

Process of conflict

Robbins and Judge (2013), In Stage one, of the Conflict Process potential opposition or incompatibility. Communication as a source of conflict represents those opposing forces that arise from semantic difficulties, misunderstandings, and "noise" in the communication channels. Differing word connotations, jargon, insufficient exchange of information, and noise in the communication channel are all barriers to communication and potential antecedents to conflict. The potential for conflict increases when either too little or too much communication takes place. An increase in communication is functional up to a point, after which it is possible to over communicate, with a resultant increase in the potential for conflict.



Source: Robbins and Judge (2013), Organizational Behavior, Conflict and Negotiation, 15th Global Edition, Pearson education

Types of Conflict

Researchers Peter Awini Seidu & Phyllis Asorh Oteng & Hafiz Adam (2016), summarized types of Conflict as below :



- Interpersonal Conflict Inter-personal:** conflict occurs between two or more people. It normally arises as a result of two or more people competing for the same job position or for limited resources (Rao et al. 1987). According to Mcshane and Von Glinow (2000), the most commonly cited reasons for interpersonal conflict in organizations are personality differences, perceptions, clashes of values and interests, power and status differences, and scarce resources. The most frequent type of conflict experienced by employees in many organizations is interpersonal conflict (Adomi & Anie, 2005; Hotepo et al., 2010).
- Intra-personal Conflict:** This type of conflict occurs within an individual. According to Nelson and Quick (2003), there are several types of intra-personal conflict, including inter-role and intra-role conflicts. The authors define a role as a set of expectations placed on an individual by others. The person occupying the focal role is the role incumbent and the individuals who place expectations on the person are role senders. The most common inter-role conflict among many employees is work/home conflict, where their role as workers

clashes with their role as parents. Intra-role conflict often arises when a person receives conflicting messages from role senders as to what to perform in a certain role.

- **Intergroup Conflict:** Shani and Lau (2000) refer to intergroup conflict as clashes and opposition between two teams or groups. According to the authors, intergroup conflict may be best understood by first considering conflict within the individual. With regard to the causes of intergroup conflict, Likert and Likert (1976) cite situations such as groups competing for scarce resources, differences in opinion about the appropriate ways of managing a unit in an organisation, dependence of one group on another, communication problems, different interests and goals, and unclear assigned responsibilities. Nelson and Quick (2003) observe that conflicts between groups can have positive effects within each group, such as increased group cohesiveness, increased focus on tasks, and increased loyalty to the group. The authors also confirm that four basic reasons account for intergroup conflict: when the groups are interdependent; when they have different goals; when their perceptions are different; and when the organisation increasingly promotes specialisation. Meanwhile, Hellriegel, Slocum and Woodman (1998) identify four types of intergroup conflict, namely: vertical conflict (occurs between groups of employees of different levels of authority within the hierarchy of an organization), horizontal conflict (occurs between groups of employees of similar level of authority within the hierarchy of the organisation), line-staff conflict (arises between support teams and teams responsible for creating goods and/or services), and diversity based conflict (arises from characteristics such as race, religion, ethnicity, age, and gender).
- **Organisational Conflict:** Rahim (1992) describes organisational conflict as an interactive process which manifest in incompatibility, disagreement or dissonance within or between social entities. The effect of this type of conflict is multidimensional and capable of threatening organisational performance and survival if not addressed effectively and timeously. Meanwhile, Tjosvold (1998) submits three sources of organisational conflict and indicate that an understanding of the source of a conflict improves the probability of effective conflict management. The key sources of conflict according to the authors include communicational (conflicts arising from misunderstandings), structural (conflicts related to organisational roles), and personal (conflicts stemming from individual differences). However, Hotepo et al. (2010) suggest that lack of resources and communication problems are the most frequently cited causes of organisational conflict.

Causes of Workplace Conflict

Researcher, Sushma Tiwari , 2016 has classified Causes of Workplace Conflict as below:

Poor Communication

Poor communication is one of the main causes of conflict between employees in the workplace. This can result in a difference in communication styles or a failure to communicate. For example, a manager reassigned an employee's task to the employee's co-worker but failed to communicate the reassignment to the employee. This may cause the employee to feel slighted, which can transform into animosity among the two employees and the manager. Failing to communicate in the workplace may cause employees to make incorrect assumptions and believe workplace gossip. Poor communication in the workplace not only causes conflict but decreases productivity and employee morale.

Difference in Personalities

A difference in personalities among employees is another cause of workplace conflict. Employees come from different backgrounds and experiences, which play a role in shaping their personalities. When employees fail to understand or accept the differences in each other's personalities, problems arise in the workplace. For example, an employee may possess a straightforward personality that results in him speaking whatever is on his mind, even if the timing is inappropriate. The employee with the straightforward personality may offend a co-worker that does not possess the same type of personality. The co-worker may feel as if the employee is rude or lacks the authority to deal with him/her in such a straightforward manner.

Different Values

Similar to personalities, the values of employees differ within the workplace. A difference in values is seen clearly when a generational gap is present. Young workers may possess different workplace values than older workers. The difference in values is not necessarily the cause of employee conflict in the workplace, but the failure to accept the differences is. When employees fail to accept the differences, co-workers may insult each other's character and experiences. When insults occur, the conflict intensifies until the right solution is offered and accepted.

Competition

Unhealthy workplace competition is a cause of employee conflict. Some industries foster competitive environments more than others. When salary is linked to employee production, a workplace may experience strong competition between employees. Competition that is not properly managed can result in employees sabotaging or insulting one another, which creates a hostile work environment. Unhealthy workplace competition discourages teamwork and promotes individualism.

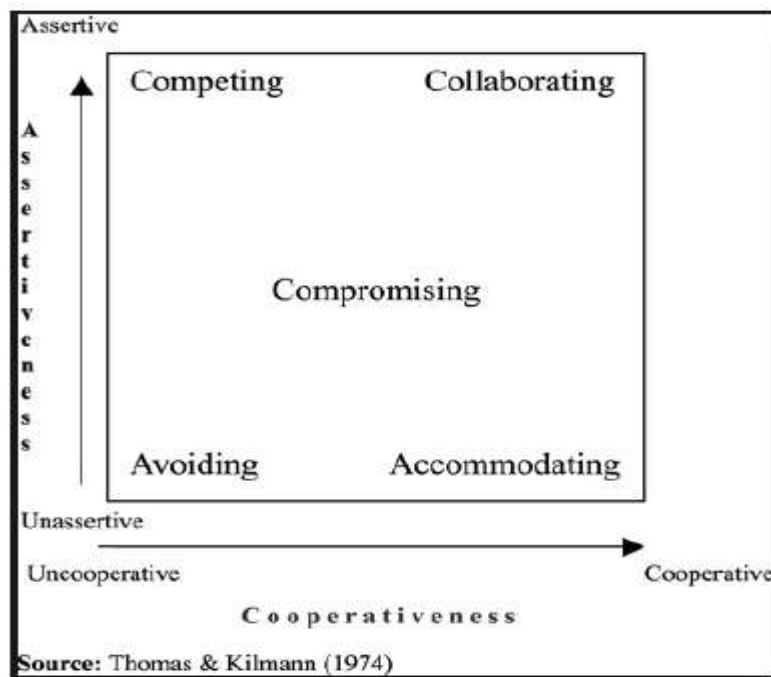
In (2010) researchers (O M Hotepo & A S S Asokere & I A Abdul-Azeez & S A Ajemunigbohun), they mentioned that, there are many causes of conflicts; however, conflicts within an individual usually arise when a person is uncertain about what task is expected to do, if not clearly defined by the supervisor or the person in charge (Henry O. 2009). Furthermore, if the tasks of individuals working as a group are not clearly defined by the management they will lead to more conflicts. Conflicts between individuals may result from role-related pressures. Conflicts would arise between individuals and groups if the goals were not specified for individuals within a group (Duke C, 1999). Additionally, according to the literature, there are innumerable origins of organizational dispute and each produces its own variety of effects. In general, there are six major sources: (i) the interpersonal disagreements that arise when one person is experiencing individual stress; (ii) the problems resulting from role conflict, a condition that occurs when there is a clash over one's role in the organization; (iii) the power struggles that pit persons and groups against one another to achieve their own selfish objectives; (iv) the misunderstandings and disagreements from differentiation, i.e., the clashes that arise because people approach common problems from very different orientations; (v) the interdependence requirements for collaboration which, if not extensive and balanced between the parties, cause communication and interaction breakdowns which, in turn, if critical, lead to more intensive conflicts; and (vi) the external pressures from forces outside the enterprise that breed internal pressures as the system seeks to adapt but not to disrupt its internal order.

Based on above published researches and books related to study topics, researcher has determined the main causes of conflict as below to investigate Employees' Perception toward causes of conflicts by using statistical analysis:

- Poor communication / miscommunication.
- Poor organizational structure.
- Poor performance.
- Personality clashes / ego problem.
- Issues of wages and salaries.

Conflict Management Strategies

Muhammad & Naseebullah & Farhan & Muhammad (2015), A Successful workplace conflict management strategy will reduce hostility and aggressiveness at work. Conflict management and resolution must address everyone's needs and concerns, including your own, so in turn you will be more effective and have greater job satisfaction (Swinton, 2008). Identify five major styles or modes of conflict management that manager's use. Using the Conflict Management Model, you can see how behavior can be expressed in terms of co-operation and assertiveness, and how that approach works OR not. The process model is focused on internal dynamics of specific conflict events and is useful for managing an ongoing system and coping with crisis. (Barki & Hartwick, 2001; Beyerlein, 2007; Hendel et al., 2005; Rahim, 2002; Thomas, 1992; Valentine, 2001). Thomas places the five styles in a two dimensional framework comprising assertiveness the desire to satisfy one's own concerns, and cooperativeness the desire to satisfy another's concerns.



Two Dimensional Model of Conflict Management by Thomas 1992

- **Competition** The use of this style in conflict resolution amounts to an attempt to overwhelm an opponent by utilizing formal authority, threats or the use of power. It is a win-lose struggle and is reflected in assertive and uncooperative behavior.
- **Collaboration:** This style involves mutual problem solving, whereby all the parties to the conflict come face to face with each other and discuss the issues. When the collaborative style is used, participants attempt to clarify their differences and consider the full range of alternatives with a view to solving the problem. Collaboration is frequently viewed, as a win-win approach because the solution sought by the group is advantageous to all the participants. The collaborative style is reflected in both assertive and cooperative behavior.
- **Avoidance** one way in which parties to a conflict can deal with the situation is by avoiding the other person in order to prevent an overt demonstration of disagreement. Avoidance takes two forms-withdrawal and suppression. In withdrawal we may encounter a situation where for example, health and safety officials find it difficult to relate to key production executives.
- The former withdraws from interaction with the latter by sending safety reports up the hierarchical line for downward action. Where withdrawal is not acceptable the parties may suppress their differences by withholding information or not airing their feelings so as not to upset the other party. By removing the conditions for overt disagreement, a win-lose struggle is avoided. Probably suppression is more widely practiced than appears to be. This style is reflected in unassertive and uncooperative behavior. d) Accommodation This style is similar to appeasement, where one party in a conflict situation places his/her interest below the opponent's interest. It amounts to self-sacrificing behavior, and can be found in personal relationships, where one party puts the other party's interest first. This style is reflected in unassertive but at the same time cooperative behavior. e) Compromise: A compromise situation is created when each party to the conflict gives up something, and there is no winner or loser. In the field of industrial relations, compromise is evident in discussion between management and trade unions. In order to arrive at a settlement to, for example, an industrial dispute, compromise is required. This style is reflected in intermediate amounts of assertiveness and cooperativeness (Thoms, 1992).

Conflict Management techniques

Robbins and Judge (2013), Lists the major resolution and stimulation techniques that allow managers to control conflict levels. We have already described several as conflict-handling intentions. Under ideal conditions, a person's intentions should translate into comparable behaviours.

Conflict-Resolution Techniques	
<i>Problem solving</i>	Face-to-face meeting of the conflicting parties for the purpose of identifying the problem and resolving it through open discussion.
<i>Superordinate goals</i>	Creating a shared goal that cannot be attained without the cooperation of each of the conflicting parties.
<i>Expansion of resources</i>	When a conflict is caused by the scarcity of a resource (for example, money, promotion, opportunities, office space), expansion of the resource can create a win-win solution.
<i>Avoidance</i>	Withdrawal from or suppression of the conflict.
<i>Smoothing</i>	Playing down differences while emphasizing common interests between the conflicting parties.
<i>Compromise</i>	Each party to the conflict gives up something of value.
<i>Authoritative command</i>	Management uses its formal authority to resolve the conflict and then communicates its desires to the parties involved.
<i>Altering the human variable</i>	Using behavioral change techniques such as human relations training to alter attitudes and behaviors that cause conflict.
<i>Altering the structural variables</i>	Changing the formal organization structure and the interaction patterns of conflicting parties through job redesign, transfers, creation of coordinating positions, and the like.
Conflict-Stimulation Techniques	
<i>Communication</i>	Using ambiguous or threatening messages to increase conflict levels.
<i>Bringing in outsiders</i>	Adding employees to a group whose backgrounds, values, attitudes, or managerial styles differ from those of present members.
<i>Restructuring the organization</i>	Realigning work groups, altering rules and regulations, increasing interdependence, and making similar structural changes to disrupt the status quo.
<i>Appointing a devil's advocate</i>	Designating a critic to purposely argue against the majority positions held by the group.

Source: Robbins and Judge (2013), Organizational Behaviour, Conflict and Negotiation, 15th Global Edition, Pearson education

Employees' Perception

Perception is the process by which an employee organizes and interprets his/her impressions in order to give meaning to his/her environment and thus, it influences significantly his/her workplace behavior (Langton & Robbins, 2006). According to Mullins (2005), perception is the mental function of giving significance to stimuli such as shapes, colour, sound, pressures and feelings and so on. Perceptions give rise to individual behavioral responses to particular situations. Perception plays a major role in shaping the attitudes of people towards tasks, policies and programmes in an organization. It influences an employee's understanding and behavior towards organizational policies and programs, including conflict management efforts. Perception influences our interpretations, judgment and evaluation of phenomena, and consequently, determines our attitudes. Perceptions of employees about the outcomes of conflicts would be positive depending on a number of factors. For example, employees are more likely to be tolerant and creative upon successful resolution of conflict if they perceive the phenomena as a useful source of motivation and strength for improving relationships and performance.

Effects of Conflict

The general assumption is that conflict tends to have negative consequences for both the individual and the organization. Below is a summarized list of the effect of conflicts in an individual: (Bernard Oladosu Omisore & Ashimi Rashidat Abiodun (2014)

***Psychological Responses**

- Inattentiveness to other things.
- Lack of interest in work
- Job dissatisfaction

- Work anxiety
- Estrangement or alienation from others
- Frustration

*** Behavioural Responses**

- Excessive smoking.
- Alcoholism
- Under eating or over eating
- Aggression towards others or work sabotage
- Decreased communication
- Resisting influence attempts.

*** Physiological Responses:-** These are often ignored or unnoticed: more and more adrenalin is shot into the blood which increases the heart beat and blood pressure while more hydrochloric acid is secreted into the stomach, leading to:

- Peptic ulcers
- Respiratory problems such as asthma
- Hypertension
- Headaches
- Coronary problems.

Hence it may be understood that conflict not only affects an individual's performance, but also gives rise to psychosomatic disturbances, which undermine the health of the individual. The progress so far made in our civilization is due to conflict between nature and man. Conflict releases energy at every level of human activity, energy that can produce positive, constructive results. Conflicts tend to have motivational values; they drive or energize an individual to tackle a situation.

To resolve a conflict, one might explore different avenues or alternatives of action, which make him/her more knowledgeable. Marjorie P. Garcia (2013) in his research suggest that, not all conflicts are bad and not all conflicts are good. Conflict is a powerful force in organizations and has both positive and negative consequences to the organization. Most people view conflict as a negative force for the success of the organization or in reaching common goals. Conflict can create negative impacts to a group but may also lead to positive effects. Recent researches have demonstrated that conflict help managers confront reality and create new solutions to tough problems. When conflict is well-managed, it breathes life and energy into people's relationships and makes people more productive. Conflict is also necessary for true involvement, empowerment and democracy. It allows people to voice their concerns and opinions and create solutions responsive to several points of view. The result is, they become more united and committed. Well-managed conflict also develops people's individuality. By this, people become more fulfilled and capable. Conflict also creates a channel to form and express people's needs, opinions and positions. Through conflict, people also feel unique and independent as well as connected to others.

Based on above published researches and books related to study topics, researcher has determined the main effects of conflict to investigate Employees' Perception toward effect of conflicts by using statistical analysis

- Low morale
- Low quality
- Low productivity
- Lack of direction
- Lack of new ideas

Previous studies

Researcher will demonstrate advanced previous studies related to study topics:

A- **Rabinarayan Samantara & Nidhi Sharma (2016)**, Organisational Conflict Literature: A Review.

Result: Their research involves a review of 'organisational conflict' literature in an integrated framework. In addition to exploring such basic issues related to organisational conflict as conceptual meaning and definitions of conflict, antecedent conditions or determinants of conflict, desirability of conflict, etc., the paper specifically focuses upon the internal dynamics of a conflict episode. More significantly, the paper highlights the fact that conflict can have either functional or pathological effects depending upon its management. The findings of various research studies analysed point to the fact that the levels of conflict as well as the styles of handling conflict can be suitably varied in different organisational situations with a view to enhancing organisational effectiveness.

B- **Olukayode Longe (2015)**, Impact of Workplace Conflict Management on Organizational Performance: A Case of Nigerian Manufacturing Firm.

Result: Olukayode study investigated the impact of workplace conflict management on organizational performance in a Nigerian manufacturing firm. Participants comprised 250 employees selected through the use of stratified random sampling technique. Data were generated through the use of validated structured questionnaire. Descriptive and inferential statistics were employed to analyse data collected from the respondents. Employing Spearman correlation analysis, the results of the empirical tests showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance. Non-integrative conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organizational performance. Also, the result of the regression analysis indicated that collective bargaining strategy displayed the highest significant positive correlation with organizational performance. In addition, study findings revealed that conflicts arose over multiple factors of organizational experiences based on economic and goal incompatibility orientations in the workplace. Union-management conflict was discovered as the most prevalent type of industrial conflict in the organization. The study concluded that conflict was an unavoidable phenomenon in organizational life and it could contribute to or detract from organizational performance depending on the conflict management methods adopted in the workplace.

C- **Daria Prause & Bahaudin G. Mujtaba (2015)** ,Conflict Management Practices for Diverse Workplaces

Result: The goal of their paper is to look into current conflict management practices, research their compliance with the diverse workplace environment and analyze the effectiveness of conflict management procedures in the modern society based on workplace diversity and gender differences. The article reviews the literature on conflict management, evolution of main principles in the society, and differences in attitudes of conflict management techniques based on gender characteristics. We dwell upon conflict structures, types, and challenges that may occur at a diverse workplace when managing conflicts and speak about the role of managers in the diverse working environment. Subsequently, the paper suggests conflict management strategies for managers and employees.

D- **Abdul Ghafoor Awan & Sehar Saeed (2015)**, Conflict Management and Organizational Performance: A Case Study of Askari Bank Ltd.

Result: In a society where people with a diverse interests, views, and values coexist, differences between such individuals and groups are to be expected. The objective of this research study is to look at conflict situations and its causes, as well as possible solution of improve working environment in an Organization. Our study shows that Conflict stems from incompatibility of goals and interest and if it continued it will destroy the Organization. Conflict affects the Organization in several ways such as decreased employee satisfaction, insubordination, decreased productivity, economic loss, fragmentation, and poor performance. A formal questionnaire was constructed and survey method was used to collect data from a target group of respondents. Descriptive analytical techniques such as frequency, percentage, mean, standard deviation & variance and factor analysis were applied to analyze and interpret the data. Ratio Analysis is used to analyze Askari Bank's performance. The major findings are that Education does not have any effect on the opinion of respondents on Conflict Management Strategies. Similarly, there is no significant difference between the opinion of male and female respondents regarding the causes of conflict. However, there is a significant effect of conflict on organizational performance. We suggest that Management must adopt Conflict Management strategies that improve the Performance of the Organization, besides ensuring a free flow of communication between the management and the employee as well as promote interpersonal relationships among co-workers to boost their morale.

Researcher comments on previous studies

By reviewing of literature identifying causes & effects of conflict is really difficult because it depend on multi factors also depend on organisations types , However I can say that poorly managed conflict and unresolved conflict have an influence on individuals, organizations, and, most importantly, employee outcomes. Management in the workplace must try to adopt a comprehensive and collaborative strategies in conflict management. Both management and employees must resolve to work together amicably by formulating potent strategies and sustaining acceptable policies as effective machinery for managing conflict on continuous basis in organizations. Credible channels of communication and open discussions of conflict in work relations must be encouraged with an attempt to avoid confrontation, competition and domination as conflict management strategies.

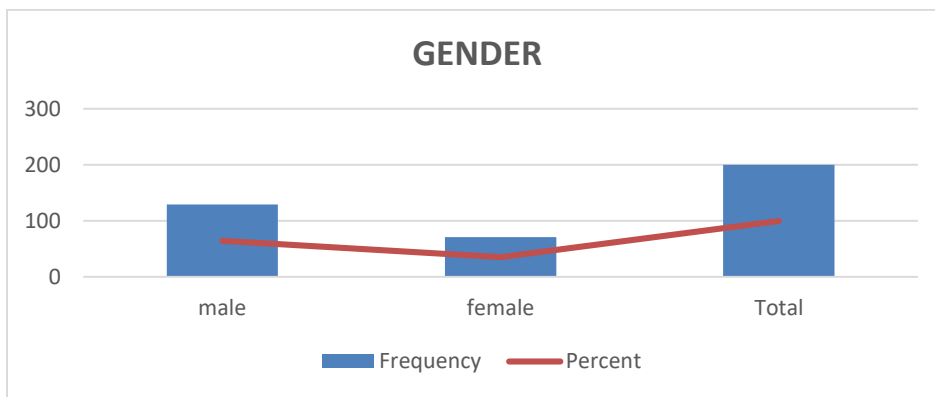
Results of the study data analysis and hypothesis testing

Data analysis

In this part the researcher demonstrate the demographic variable based on Frequency as below:

Table 1: demographic variable- Gender –SPSS results

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	29	100	100	100

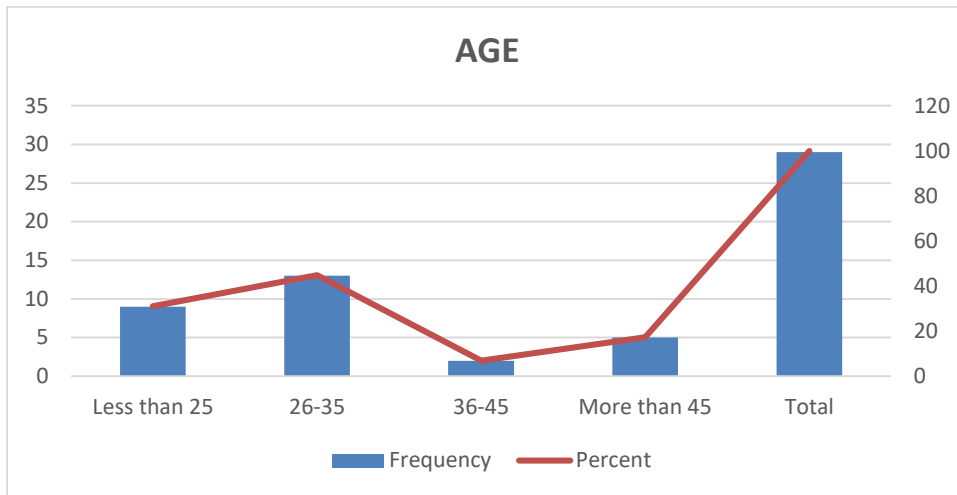


Source: “Made by author”

Table no (1) refer to the majority of respondents (29) only male working at Malathik for real estate development and Installments Company.

Table 2: demographic variable- AGE –SPSS results

AGE					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 25	9	31	31	31
	35-26	13	44.8	44.8	75.9
	45-36	2	6.9	6.9	82.8
	than 45 More	5	17.2	17.2	100
	Total	29	100	100	

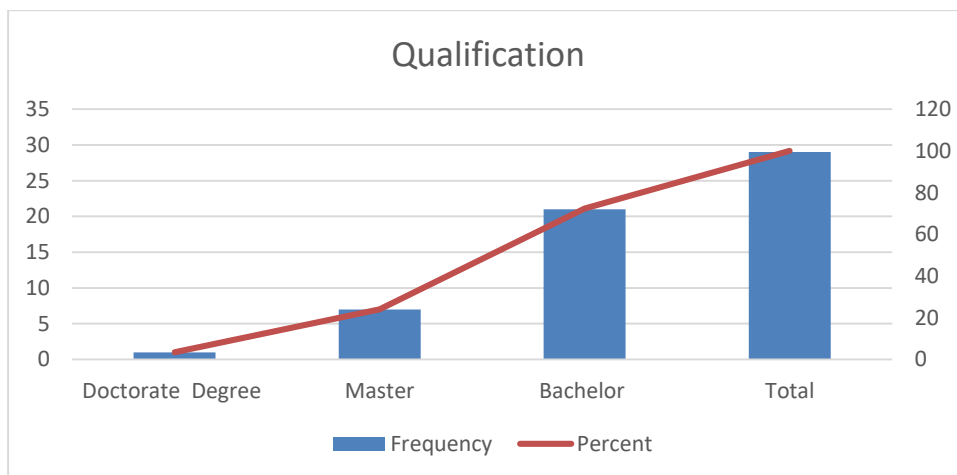


Source: “Made by author”

Table no (2) refer to the majority of respondents between 26-35 years (44.8%) while 9 responds less than 25 years (31%) however, 5 respondents were more than 46 years and their percentage (17.2%).

Table 3: demographic variable- Qualification–SPSS results

Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Doctorate Degree	1	3.4	3.4	3.4
	Master	7	24.1	24.1	27.6
	Bachelor	21	72.4	72.4	100
	Total	29	100	100	

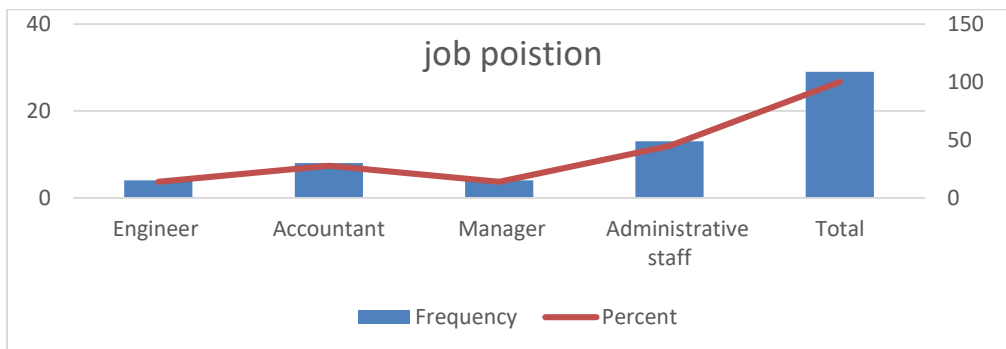


Source: “Made by author”

Table no (3) refer to (1) respond of the study sample hold doctorate degrees and his percentage were (3.4%), and (7) employees of the study sample holds Master degree with (24.1%), while 59 responds hold bachelor degree (72.4 %).

Table 4: demographic variable- job position –SPSS results

job position	Frequency	Percent
Engineer	4	13.8
Accountant	8	27.6
Manager	4	13.8
Administrative staff	13	44.8
Total	29	100

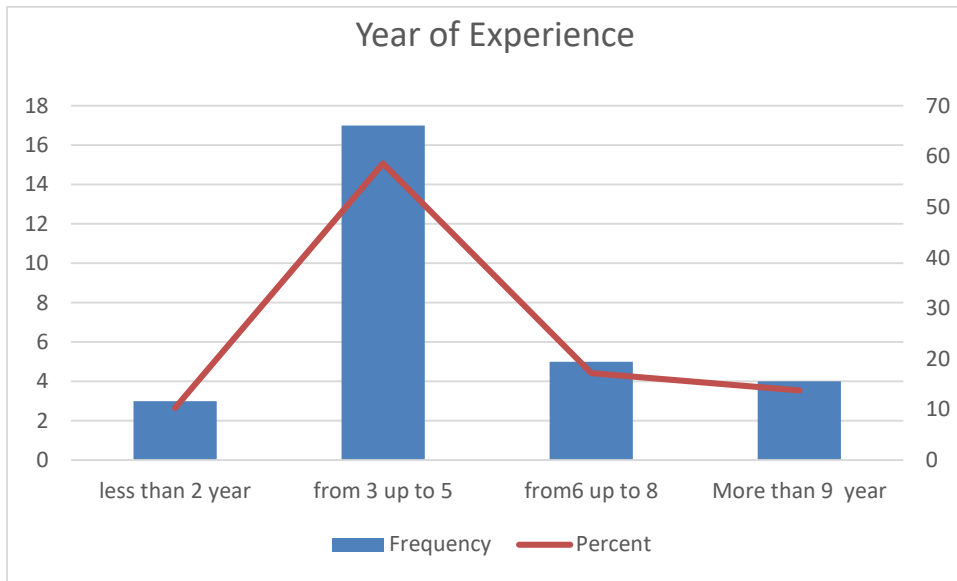


Source: “Made by author”

Table no (4) refer to (4) of the study sample working as an engineer and their percentage were (13.8%) while (8) of the study sample working as an accountant and their percentage were (27.6%) while (4) of the study sample working as a manager with (13.8 %), however (13) responds working as an administrative staff with (44.8 %).

Table 5: demographic variable- Year of Experience –SPSS results

Year of Experience					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 2 year	3	10.3	10.3	10.3
	from 3 up to 5	17	58.6	58.6	69
	from 6 up to 8	5	17.2	17.2	86.2
	More than 9 year	4	13.8	13.8	100
	Total	29	100	100	



Source: “Made by author”

Table no (5) refer to (3) employees experience less than 2 years while (17) employees had experience between 3 -5 years while (5) of the study sample between 6-8 years’ experience and (4) of the study sample was had experience more than 9 years.

Pearson correlation for validity

Table 6 : Pearson correlation – dimension ONE - causes of conflict

	Q1	Q2	Q3	Q4	Q5	Mean
Q1 Pearson Correlation	1	.956**	-.452*	-.956**	-.956**	.938**
Sig. (2-tailed)		.000	.014	.000	.000	.000
N	29	29	29	29	29	29
Q2 Pearson Correlation	.956**	1	-.506**	-1.000**	-1.000**	.867**
Sig. (2-tailed)	.000		.005	.000	.000	.000
N	29	29	29	29	29	29
Q3 Pearson Correlation	-.452*	-.506**	1	.506**	.506**	-.114
Sig. (2-tailed)	.014	.005		.005	.005	.558
N	29	29	29	29	29	29
Q4 Pearson Correlation	-.956**	-1.000**	.506**	1	1.000**	-.867**
Sig. (2-tailed)	.000	.000	.005		.000	.000
N	29	29	29	29	29	29
Q5 Pearson Correlation	-.956**	-1.000**	.506**	1.000**	1	-.867**
Sig. (2-tailed)	.000	.000	.005	.000		.000
N	29	29	29	29	29	29
Mean Pearson Correlation	.938**	.867**	-.114	-.867**	-.867**	1
Sig. (2-tailed)	.000	.000	.558	.000	.000	
N	29	29	29	29	29	29

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

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

Based on SPSS result shown in table (6), correlation is significant at the (0.05) level in dimension one (causes of conflict) which reflect high Validity for data to be used for analysis.

Table 7 : Pearson correlation – dimension TWO - effects of conflict

		Q6	Q7	Q8	Q9	Q10	Mean2
Q6	Pearson Correlation	1	-.539**	-.539**	.374*	-.539**	-.252
	Sig. (2-tailed)		.003	.003	.046	.003	.186
	N	29	29	29	29	29	29
Q7	Pearson Correlation	-.539**	1	1.000**	-.744**	1.000**	.943**
	Sig. (2-tailed)	.003		.000	.000	.000	.000
	N	29	29	29	29	29	29
Q8	Pearson Correlation	-.539**	1.000**	1	-.744**	1.000**	.943**
	Sig. (2-tailed)	.003	.000		.000	.000	.000
	N	29	29	29	29	29	29
Q9	Pearson Correlation	.374*	-.744**	-.744**	1	-.744**	-.623**
	Sig. (2-tailed)	.046	.000	.000		.000	.000
	N	29	29	29	29	29	29
Q10	Pearson Correlation	-.539**	1.000**	1.000**	-.744**	1	.943**
	Sig. (2-tailed)	.003	.000	.000	.000		.000
	N	29	29	29	29	29	29
Mean2	Pearson Correlation	-.252	.943**	.943**	-.623**	.943**	1
	Sig. (2-tailed)	.186	.000	.000	.000	.000	
	N	29	29	29	29	29	29

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

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

Based on SPSS result shown in table (7), correlation is significant at the (0.05) level in dimension two (effects of conflict) which reflect high Validity for data to be used for analysis.

Cronbach's alpha for Reliability

Table 8: Reliability Statistics

Cronbach's Alpha	N of Items
.069	10

Sources: SPSS results

Based on SPSS result shown in table (8), Cronbach's alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability , table (8) alpha coefficient greater than the minimum acceptable and 60% .The overall reliability coefficient 69%, indicating a high reliability.

Analysing research questions**Research questions one:**

A- What are the perception of respondents toward the main causes of conflict?

In order to answer above question, mean, standard deviations has been calculated for each statements in reasons of conflict in order to extract statistical information

Based on likert scale classification as below

- 1.00-1.80 Strongly Disagree
- 1.81-2.60 Disagree
- 2.61-3.40 Neutral
- 3.41-4.20 Agree
- 4.21-5.00 Strongly Agree

Table 9 : Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q1	29	2	5	2.93	1.100
Q2	29	1	4	2.34	1.518
Q3	29	2	3	2.83	.384
Q4	29	4	5	4.55	.506
Q5	29	3	5	4.10	1.012
Valid N (listwise)	29				

Sources: SPSS results

Question number (four & five) scored (4.55) and (4.10) which reflect that employee's strongly agree about cause of conflict in their company come from ego problems and salaries & wages. The results also indicated that total mean of question number (2) is (2.34) which reflect that employees did not agree about poor organizational structure at Malathik Company while the total mean for question number three is 2.83 which reflect neutral answer.

Research questions Two:

B- What are the perception of respondents toward main effects of conflict?

Table 10 :Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Q6	29	1	4	3.59	.867
Q7	29	3	4	3.45	.506
Q8	29	1	4	2.34	1.518
Q9	29	3	4	3.69	.471
Q10	29	2	4	2.90	1.012
Valid N (listwise)	29				

Sources: SPSS results

In order to answer above question, mean, standard deviations has been calculated for each statements in effect of conflict in order to extract statistical information

Based on likert scale classification as below

- 1.00-1.80 Strongly Disagree
- 1.81-2.60 Disagree
- 2.61-3.40 Neutral
- 3.41-4.20 Agree
- 4.21-5.00 Strongly Agree

Question number (six & seven & nine) scored (3.59 , 3.45 ,3.69) which reflect that employee's agree about effect of conflict lead to low morale , low quality and lack of direction .The results also indicated that total mean of question number 8 is (2.34) which reflect that employees did not agree about low productivity at Malathik Company while the total mean for question number ten is (2.90) which reflect neutral answer.

CONCLUSION

Conflict is a real part of life and there are many issues that could cause conflicts to arise within organisations. For an organisation to grow effectively and efficiently it depends on the way it manages the conflict within its organisation. Conflict management is the practice of being able to identify and handle conflicts sensibly, fairly, and efficiently. Since conflicts in a business are a natural part of the workplace, it is important that there are people who understand conflicts and know how to resolve them. This is important in today's market more than ever. Everyone is striving to show how valuable they are to the company they work for and at times, this can lead to disputes with other members of the team.

The purpose of this study is to assess employees' perception of conflict management (Causes, Effects) for employees' working on Malathik for real estate development and Installments Company.

The target population of t this research is all employee's working at Malathik for real estate development and Installments Company in order to investigate their Perceptions of causes & effects of conflict. The study tool is a Three-part questionnaire designed by the researcher, The first part consists of Five questions containing demographic information, The Second part consist of 5 questions related to causes of organizational Conflict .The third part consist of 5 questions related to effects of conflict .All the items were measured using five-point Likert scale ,five points for "Strongly agree", four points for "Agree", three points for "Neutral ", two points for "Disagree", and one point for "Strongly disagree".

Pearson correlation coefficient value was significant at the (0.05) level in dimension one (causes of conflict) and dimension two (effects of conflict) which reflect high Validity for data to be used for analysis. Also alpha coefficient greater than the minimum acceptable 60% .The overall reliability coefficient 69%, indicating a high reliability.

The SPSS results for causes of conflict indicated that employee's strongly agree about cause of conflict in their company come from ego problems and salaries & wages .The results also indicated that total mean of question number 2 is (2.34) which reflect that employees did not

agree about poor organizational structure at Malathik Company while the total mean for question number three is 2.83 which reflect neutral answer.

The SPSS results for effects of conflict indicated that employee's agree about effect of conflict lead to low morale, low quality and lack of direction .The results also indicated that total mean of question number 8 is (2.34) which reflect that employees did not agree about low productivity at Malathik Company while the total mean for question number ten is 2.90 which reflect neutral answer.

RECOMMENDATION

Based on research results and literature review, researcher has developed guidelines to avoid conflict not only suitable for Malathik Company but also can be applied in any organizations

- First of all, in order to avoid conflict, Managers should create a clear job description to avoid conflict between employees .Also management should formulate set of regulations and policies that will ensure that conflicts that may occur within the organization are quickly resolved.
- Managers should define the problem clearly in order to know exactly what the stated problem because 90% of conflicts at work do not come from something that was said, but from something that wasn't said! It's tempting to try and smooth things over and pretend everything is normal.
- Managers should listen carefully to conflict partner without emotion. They should be more practical when they listen to conflict partners.
- Managers should find out common areas of agreement.
- Managers should come up with clear steps to solve the problem.
- Managers should develop a schedule time to follow-up on progress
- Management should formulate set of regulations and policies that will ensure that conflicts that may occur within the organization are quickly resolved.
- Managers should develop diverse but appropriate strategies to resolve and manage conflicts as they arise before escalating to unmanageable level
- Management should encourage and promote interpersonal relationships among co-workers to improve on their morale
- Training workshops should be activated for staff of organizations on conflict resolution procedure.
- Managers need to be in charge of fostering an open communication space where employees feel free to express their emotions and grievances if they feel hurt or violated in any way.

Management must be flexible in the adoption of styles of conflict management.

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