

DETERMINANTS OF CONFLICT IN ORGANIZATION: A STUDY OF BEVERAGES INDUSTRY

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ABSTRACT: Organizational conflict has been an issue for every organization and may contribute to the organizational conflicts, however this study focuses on several factors; job dissatisfaction, deadline pressure and communication breakdown. The aim of this study to examine the determinants of conflict occurs among employees in the beverages industry. The study employed quantitative method using questionnaire. The random sampling procedure technique used to select 200 employees in the beverages industry. The findings indicated that communication breakdown is the strongest correlation and has significant effect towards organizational conflict among employees in the beverages industry. Nevertheless, job dissatisfaction and deadline pressure are insignificant effect on the organizational conflict. Finally, this study also addresses study's contribution, limitation and recommendation for future research.

Keywords: *Job dissatisfaction; deadline pressure, communication breakdown and conflict.*

1. INTRODUCTION

Every workforce needs work together in harmony to achieve common organizational goals. Achieving organization goals, an organization inevitably will facing with conflicts. Failure to manage the conflict in organization contribute to the organization vulnerable. It is consistent with [7] emphasized that conflicts may yield successful or unsuccessful results and it depends on the way the project is being supervised by the leaders. Based on past studies such as [6] conflict has received serious attention due to a potential source of organizational problems and barriers to achieved organizational effectiveness. It must be managed and resolved as good as possible in order to maximize work effectiveness and enhance employee's satisfaction.

Avoiding conflict create disputes in workplace, communication, coordination and control. Consequently, these situations would contribute to poor organizational performance, product quality, waste time and costs that need to focus into this matter. [2] also stated that conflicts also may cause an interpersonal disharmony and difficulty in achieving organisational goals. Specifically, the objective of this study is to examine the factors contributing to the organizational conflicts among employees in the beverages industry. This study focusing on job dissatisfaction, deadline pressure and

communication breakdown.

2. LITERATURE REVIEW

Conflict can be defined as a process that begins when one party perceives that another party has negatively affected. It is a negative effect, something that the first party cares about. Based on [4], workplace conflict is referred to the presence of discord occurred due to different at an individuals, groups' goals, interests, or values are incompatible. It contributes to the frustration to each others.

Job dissatisfaction can be defined as a unhappy or negative emotional state resulting from the evaluation of certain job [1]. Fail to maintain job satisfaction among the employees would create many problems that lead to the organizational conflict.

Next factor is deadline pressure. Due to tight schedule, high predetermined productivity targets and various key performance indicators (KPI) also contribute to time-based clashes and job stress. Poor work schedule may lead to the decline of work efficiency. Subsequently, affect the employees unable to deliver and fulfill all requirements to the organization. It is because unreasonable task deadline and over burden to an employee's make them impossible to perform the task effectively and efficiently. Hence, lead to arguments and dispute in the organization.

The last factor is communication breakdown. It occurs whereby a communication is incomprehensible between the parties. Communication breakdown occurs in several ways i.e. between manager and employees due to misunderstanding of varying conversation styles and communication skills. As reported, 86% of employees experience communication breakdown in the workplace [5]. Thus, it has a negative impact to the that possibly contribute to the organizational conflict.

3. METHOD

The study used quantitative approach using questionnaire. The 240 questionnaires were randomly distributed among employees in the beverages industry but, 200 questionnaires were collected and returned, represent 83% of response rate. Then, the data analyzed using Statistical Package for Social Sciences (SPSS) software.

4. RESULT AND DISCUSSION

The reliability analysis was performed in order to measure the consistency and stability of the variable. The reliability analysis shows that the Cronbach's alpha values ranged between from 0.632 to 0.781. The Cronbach's alpha values for each construct are 0.632, 0.744, 0.701 and 0.781 for the conflict, job dissatisfaction, deadline pressure and communication breakdown respectively.

The correlation analysis conducted to check the correlation among variables. The findings indicated that 0.908, 0.872 and 0.926 for the job dissatisfaction, deadline pressure and communication breakdown towards conflict in the organization. In short, the strongest correlation between independent and dependent variables is communication breakdown in relation to organizational conflict. According to [3] stated that the value of 0.70 and above represent very strong correlation.

Lastly, regression analysis; job dissatisfaction has no significant relationship towards organizational conflict ($\beta=0.147$, $t= 1.110$, $p=0.278$). The deadline pressure has no significant relationship on organizational conflict ($\beta=-0.166$, $t = -1.782$, $p=0.076$). However, the findings indicated that the communication breakdown has significant effect towards organizational conflict among employees in the beverages industry ($\beta=0.113$, $t=1.852$, $p=0.000$).

The findings revealed that the strongest correlation and significant construct influenced the conflict in the organization among employees in the beverages industry is communication breakdown. It is possibly due to misunderstanding and different perception of the information interpreted by the parties.

5. CONCLUSION

It is concluded that, the aim of this study is to examine the determinants of conflict in organization. Findings revealed that communication breakdown is the strongest and significant impact on the organizational conflict among the employees in the beverages industry. This study enhance the body of knowledge and serve to the future studies related to organizational conflict research field. The practical contributions this study provides an insight for the managers to avoid the conflicts and to enhance conflict management strategies for the organization. The limitation of this study is only involved the beverages industry employees' and focus to the cross-sectional study that lead to the limitation of the findings generalization. Future study could integrate other constructs that not being examine in this study and employ mix methods.

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