BCF8234 FACILITIES MANAGEMENT PROJECT 2

RESEARCH PROJECT

MANAGING FUNCTIONAL CONFLICT WITHIN FM PROJECT TEAM

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CHAPTER ONE

INTRODUCTION

1.1. INTRODUCTION

The effectiveness of an individual, team or an entire organization depends on how they manage conflicts at workplace. Conflict management is the process of prioritizing the positive aspects of conflict while limiting the endurance of negative aspects of conflict. Given the importance of conflict management in an organization, it is vital to have and develop reliable plans to handle the conflicts at workplace. Conflict is described as an interpersonal disagreement, or discord between two or more individuals, owing to difference in opinion, competition, negative perceptions, poorly defined role expectations or lack of communication (Ellis and Abbott, 2011; Marquis and Huston, 2014). Prerequisites such as autocracy, hostility, disrespect, inequities, hierarchy, low morale and absence of shared goals have been suggested as precipitating factors (Barr and Dowding, 2012). In presenting several definitions, a wider perspective is provided upon how we define the larger, abstract concept of conflict in its complexity.

Construction conflicts affect the interests of many stakeholders in connection with big investments; they reduce profits and are therefore very expensive and unprofitable (Awakul & Ogunlana, 2002). However, the stakeholders become increasingly dissatisfied with the legal methods of construction conflict resolution (Stipanowich & Matthews, 1997). As a result, the existing confrontational culture often determines a reduction in labour efficiency and an increase in production costs (Ng et al. 2002). If conflicts can be managed at preliminary stage itself, these uncertain costs can be reduced or even eliminated. Not only cost but also there are other aspects that are being wasted like time and energy.

This paper can be used as a tool to create a healthy working environment. The focus of positive resolution therefore lies in addressing these root causes, for example, mending relationships, improving communication, accepting change, all of which may be facilitated via effective leadership and team's conflict management (Barr and Dowding, 2012). This research can identify a few mechanism/strategies to manage the conflicts arising at FM Project Team. It will be easier for future management to follow this mechanism like a guideline when conflicts arise in future among FM Project Team.

1.2. PROBLEM STATEMENT

Conflicts are threatening for most people (De Dreu and Van Knippenberg, 2009), since they can affect one's positive view of self (Chen et al., 2013), especially when the impact on the conflict partner's behavior is limited due to service demands. However, the actions we take to manage conflicts would determine whether conflicts have positive or negative consequences (Dijkstra et al., 2009). Research on conflict management converges on the Dual Concern Theory by Pruitt and Rubin (1986; Davis et al., 2010) who describe five different conflict management strategies as functions of concern for self and concern for others which are *Avoiding Conflicts, Yielding, Compromising, Problem Solving and Forcing.*

Yiu and Cheung (2009) felicitously add that in the construction industry conflicts sometimes seem inevitable due to high differences in interests among the participants of construction projects. Due to an inherent nature of conflicts in construction projects, it is very difficult to maintain the atmosphere of co-operation during the process of construction. Similarly, Gudiene, Banaitis & Banaitiene (2013) argue that there is no standard used in the construction industry to define a successful project. Therefore, each project is unique. On the other hand, each and any construction project management team can differently interpret the course of the project and the existing circumstances.

Many articles on conflicts and disagreements in the construction industry exclusively deal with the circumstances characterizing a conflict and tend to ignore the causes thereof or erroneously present relevant circumstances as causes.

1.3. CENTRAL RESEARCH QUESTION

The main research question is to identify the best working environment for Facilities Management Project Team.

1.4. RESEARCH AIM

The aim of this research is to enhance a working culture among FM Project Team that helps to create a healthy working environment among FM Project Team.

1.5. SECONDARY RESEARCH QUESTIONS

From the concerns raised, there are a number of issues that are fundamental to the overall implementation of this study. The purpose of this study is to obtain results from the following research questions:

1. What are the conflicts that exist among FM Project Team?
2. What are the implications of conflicts to staffs in FM Project Team?
3. What are the mechanisms to manage/overcome these conflicts?

1.6. RESEARCH OBJECTIVES

In order to achieve the aim of the study and to answer the research question, several specific objectives have been identified:

1. To identify the types of conflict that exist in FM Project team
2. To indicate the implications of conflict on staffs in FM Project Team
3. To find a few mechanism/strategies to manage these conflicts

1.7. RESEARCH SCOPE

There are various Facilities Management Project Teams that are used as scope in this research as follows:
- ✓ *Brahims SAT*
- ✓ *Wangsa Ultima Sdn Bhd*
- ✓ *Ambang Wira Sdn Bhd*

1.7. SIGNIFICANCE OF RESEARCH

The outcome of this research can be a tool to creating a healthy working environment. This research can identify the main causes of conflict arising and we can develop plans to rectify these conflicts moving forward. Other than that, we can eliminate these conflicts in the future when we can identify and rectify it immediately.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

Teams have become the method of choice in modern organizations to respond quickly to technological, market changes, and thus improve the chances of survival of the organization. (Illgen, Hollenbeck, Johnson, & Jundt, 2006; Richter, West, van Dick, & Dawson, 2006). Considerable work and human energy have been invested in understanding how successful teams can be built and developed (e.g., Illgen et al., 2006). Although research on teams within organizations has grown somewhat independently of research on organizational conflicts, over the past 20 years an increasing number of studies have highlighted the effect of conflict on team dynamics and performance (De Dreu & Beersma, 2005; Tjosvold, Hui, & Yu, 2005). In the interpersonal sense of teams, disputes are normal, as are attempts to resolve such conflicts. Among other things, teams have to deal with disagreements about how to efficiently and equally allocate jobs and bonuses, how to manage social loafing and how to better achieve their goals.

In the previous literatures, most of it emphasizes on conflicts that arise in workplaces, construction and mostly are conflicts that occur generally at all workplaces. Literatures on conflict within FM Project team are very difficult to be obtained. This study attempts to address the conflicts that arise within FM Project team. For this study, conflicts and conflict management issues will be based solely on information obtained through previous literature reviews and secondary information in the form of data, questionnaires, views of supervisors and their experience.

Conflict is derived as an ongoing battle, a conflict, or a confrontation. Conflict concept as described by a range of researchers relies on their areas of interest. Robbins (1978) characterizes as any disagreement or conflict between two or more groups. Hoban (2005) describes dispute as an inevitable disagreement emerging from different attitudes, opinions, principles, or desires of individuals or groups. It can also be the product of

competition and inequalities in history. Conflict of human interactions is almost inevitable. We have little direct control over which partners to communicate in the office, unlike other life realms (Davis et al., 2009).

Organizational transition can often contribute to disputes that Oliveira and Sarmento (2003) claim can be caused by influences such as culture and attitude, and can be used to great effect in producing positive outcomes, as demonstrated by enhanced innovation and increased productivity (Nankervis, Compton, Baird and Coffey, 2011). Organizational dispute can be characterize as a difference between two or more people, groups or organizations, often because of the need to share the same scarce resources or work-related activity, which in effect can also enhance the opportunity for a conflict of interest. (AHPRA, 2012).

Conflict within the person is generally caused by confusion about the position or workload of an individual in the job. This can lead to frustration when specific ambitions are not met and can contribute to emotional conduct, irrational thinking, and often-destructive actions (Bowen, Edwards, Lingard, and Cattell, 2014). Conflict between roles or loads may appear in several forms and is typically caused by stress induced by one or more of the following conditions: inter-role conflict arises when a person performs two or more duties.

When conflict within the individual is unresolved, the implications of this type of conflict are usually negative, with none of their impact deemed positive. It is necessary to resolve both forms of disagreement within the individual or the person is unable to function properly. Unresolved stress of uncertainty and fear is likely to result in unwanted unreasonable confrontation (Cahn and Abigal 2014).

Conflict between Individual is a form of conflict usually caused by different attitudes or when two people fight for the same resources. This can be destructive, contribute to a negative working environment as each individual tries to control, and satisfy his or her needs. Conflicts of this type can be either lateral where there is disagreement between individuals at the same stage where there is conflict between individuals at different levels. Conflict between individuals can include emotional or practical problems, or both. Emotional problems can be emotions of anger, mistrust, or pessimistic.

Conflict between individuals and groups is the sort of dispute that happens when a person is forced to agree with the work group's desires or expectations. If the person refuses, it can contribute to job interruption or communication breakdown. It is assumed that each member of a group should behave in a manner aligned with the actions of the party. This can be either positive, as an individual may be pressured to improve, or negative, as an individual may be pressured to sacrifice his or her high standards in order to maintain the group's overall standard. The position of a member within the team often plays an important role in how to behave

Conflict between individuals and their groups: This type of conflict is generally a means of achieving stability within a team, with low-level differences typically settled and a source of profit to the group as long as there is no conflict between the same individuals regarding different issues. Nevertheless, if the individual over the team's conceptual structure is in disagreement with the rest of the group, a phenomenon called Social Hatred (Cinar, 2013) may evolve. Such hate is aimed against a group member, not for personal reasons, but because the individual poses a danger to the group's survival. A typical example of this is the respect and abuse of the renegade. This can lead to a very negative consequence and should be avoided.

Conflict between individuals and the organisation is now becoming inevitable. Typically, the cause of this type of conflict is a desire clash. It can be an aspect of the environment, a conflict in moral issues, a disagreement of goals or a difference of needs. As with previous styles, this type of conflict can be damaging and lead the sides to be frustrated in meeting their goals. Individuals who conflict with their organization will frequently search for others with similar views within the organization and form a formal

or informal group. It can end in people quitting the company or actually becoming counterproductive if this is ineffective. The individual also has personal needs that he or she thinks should be fulfilled by the organization, if this does not happen then he or she may delegate the priorities of the organizations to satisfy their own needs (Nankervis et al, 2011).

Conflict between groups is the most common type of conflict within an organization and requires careful management to achieve its goals. In order to maintain stability, cooperation between groups and a clear definition of organizational objectives must be established in the context of individual social perceptions and the organization's cultural perceptions. Group conflict can occur between groups that rely on each other for their work, as in the case of a production line, where one department or group must complete their work in order to enable the next department or group to begin. Due to the difference between group activities or priorities, conflicts can be built-in. Groups may have unique characteristics that may not require them to provide the required cooperation. The conflict can be divided where the line of confrontation is clearly defined and everybody gathers on both sides to question the problems or, when the concerns become ambiguous and there are mixed feelings within the groups involved, it can be de-polarized.

Conflict between organization is generally limited to organizations ' economic environment and is generally regarded as an indication of competitiveness. It may contribute to product upgrades or new product development. That is why it is seen as practical. Governments enact laws and regulations to regulate any industry negative or defective impact. The success of this type of conflict can be judged by the growth of the organization. It can create unity within the organization and provide a healthy air of competition if it is skillfully managed.

Communication is the main tool to conflicts. The communicative source describes those opposing forces that emerge in the communication channel because of semantic problems, misunderstandings and irrelevant information (Cahn and Abigal, 2014). One of the major conflict theories is that the cause or root of all conflicts is poor communication. While definitely not the cause of all conflict, misunderstandings can be caused. Insufficient exchange of information in the channel of communication, or too much information, may all precipitate conflict (Robbins, Boyle, Judge, and Millet, 2014). Differences can arise from different methods of training, selective perception, or insufficient information about others. All causes of potential conflict are the filtering process that occurs when information is passed between members and the separation of contact from formal to informal lines. Effective communication is also essential in conflict management. When interaction is efficient and there is sharing of reliable data, then conflict will be easily resolved and future conflicts can also be managed (Joelle, 2005).

Differences in goals occur when Sub-units of the organization tend to be specialized or differentiated as they develop different goals, tasks and staff. Such changes and re-allocation of focus, purpose and input often lead to conflicts of interest and priorities, even when the organization's overall goals are agreed.

Interdependence of work activities exists when two or more sub-units depend on each other to complete their respective tasks. In this scenario, there is potential for a high level of conflict or non-cooperation depending on how the situation is handled For example, if work groups are given too much work, their other work colleagues may accuse them of shirking their duties, especially if one unit cannot start work until the other unit completes its assigned task

Conflict management is the whole idea of this research as it provides a theory on how conflicts can be managed. Until recently, it was commonly agreed that conflict was counterproductive in an organization, whether it was effective, dysfunctional, transparent or confidential (Lewicki, Saunders and Minton, 1997). Therefore, it was generally accepted that there was something wrong with that organization if you had conflict in your organization. They found that conflict in an organization, as the original theory would suggest, does not have to be dysfunctional but it can have the effect of being a functional management tool (Tjosvold, 2001). Conflict does not need to be suppressed, but it can actually be embraced to spur creativity and bring about the necessary change. Conflict has a role to play in achieving organization goals effectively by enhancing innovative potential and bringing attention to issues that may otherwise be overlooked.

Managing Functional Conflict: Many organizations may have an excess of conflict that, although resolved, it still creates chaos, confusion, and eventually becomes counter-productive. A company whose major industrial union is very involved and even aggressive, and which makes unreasonable demands on the organization, could be said to lead to excessive conflict. It is very difficult to reduce the level of conflict in these organizations and in most situations, does very little to solve the problems. Diversion tactics aimed at drawing the attention of the conflicting party away from the issue, such as removing a superordinate objective are typically only temporary, as the underlying reason for the conflict remains unresolved. Some organizations appear to have very little conflict. However, the apparent absence of conflict may indicate that members are either complacent or afraid to voice their concerns. Factors that could lead to improved results are overlooked, poor performance is accepted and members take a passive attitude towards company procedures.

Functional conflict is a positive, healthy dispute between groups or individuals, whereas dysfunctional conflict is a disagreement between groups or individuals that is unhealthy. (Functional vs. Organizational Dysfunctional Conflict: Differences and Mediation, 2013)

Resolving conflict: All parties will feel the need to do something about it in order to resolve the dispute. The nature of the conflict should guide to the relevant strategy. Nevertheless, it is generally agreed that the most efficient approach used in most cases is to solve problems (Nankervis et al, 2011). The manager can choose different ways to handle the situation. He or she can either ignore the existence of a problem or try to calm the situation and solve the problem. Ignoring the issue in the assumption that it will either resolve itself or just go away is a negative approach to resolving the situation, if anything. Usually, if there is any substance to the conflict, the underlying disagreements and conflict will continue and may intensify the extent of the conflict. The conflict situation will eventually have to be addressed. The attempt to suppress the conflict also does not resolve or eliminate the underlying causes. Suppression will keep the peace on the surface, but it still enables the cause for the conflict to exist and to manifest itself either as supporting material for future conflicts or as the basis for a re-occurrence later of the initial conflict situation. Conflict resolution happens only when the causes for a dispute are resolved; if there are any unresolved problems or antagonisms, they will cause more of such conflicts in the future. There are several approaches that can resolve disagreements, such as lose-lose, win-lose, and win - win. True conflict resolution takes place only in the win - win strategy.

2.2 CONCEPTUAL FRAMEWORK OF THE STUDY

There are four constructs and their respective indicators in this research framework in the figure 2.2 below:
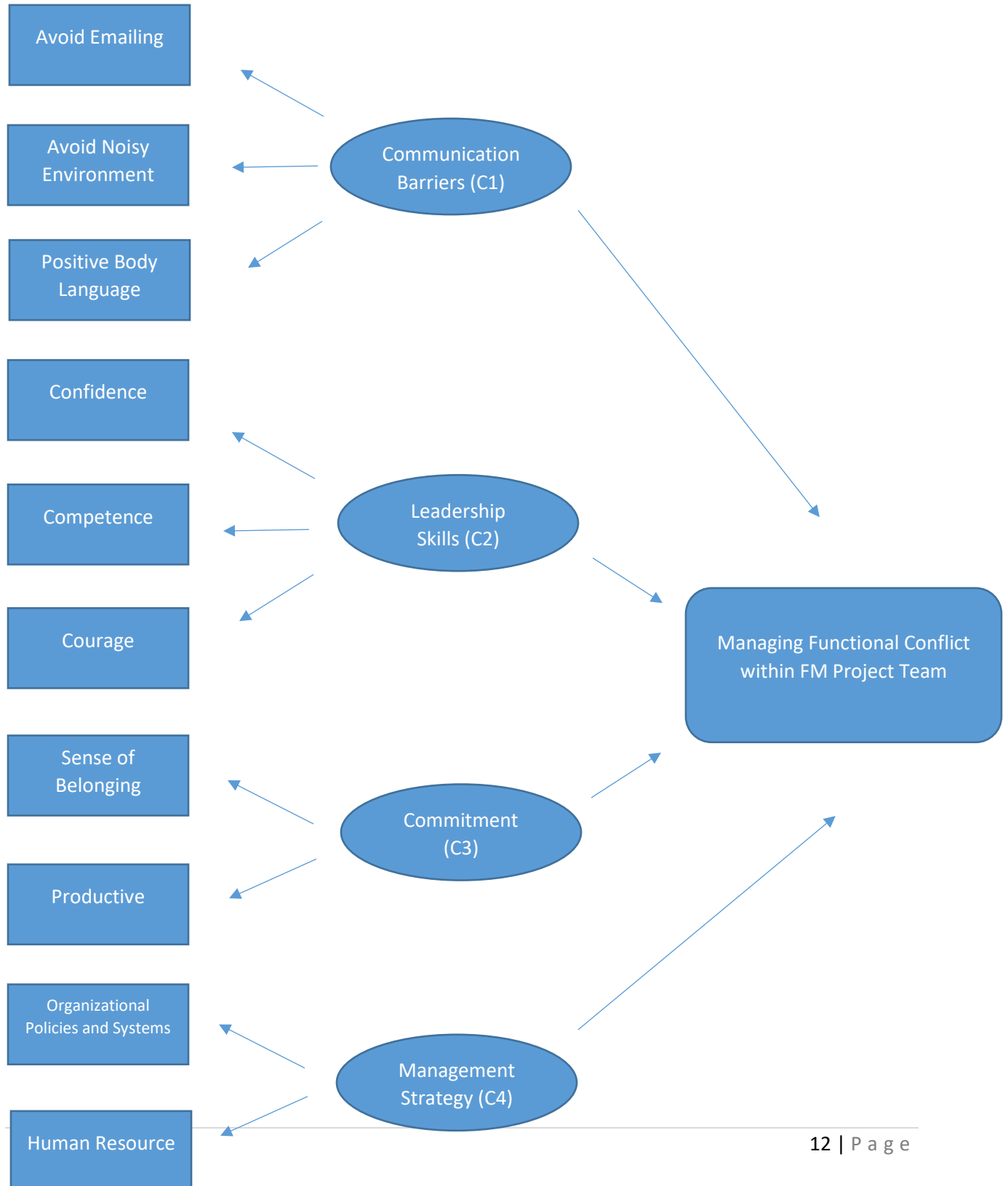
2.2.1   Construct 1 - Communication is the most important tool in both avoiding and managing conflict. Communication barriers are the root cause of conflict occurrence.

- Communication breakdown feeds the conflict that can lead to significant breakdown in trust.

- Environmental barriers are also a definitive cause of conflict. Avoid the opportunities for noise, find a quiet place to sit and talk

- People tend to avoid the possibility of facing another person hence they tend to use other mediums to communicate and rectify problem. One of it is by email. Avoid Emailing – Try to speak

- Conflict arises due to the failure of listening to the message or rectifications that are being conveyed. Avoid speaking over each other during meeting – Let one to end their speech first.

- Use positive body language – maintain eye contact

- Clarify and be curious

- Avoid conversation getting more personal

2.2.2 Construct 2 – Managers should have the leadership skills that will be beneficial in managing conflicts.

Managers need to have courage, confidence and competence to manage conflicts within FM Project Team

- ○ A lack of courage to deal with conflicts due to fear that the situation could escalate, that one or both parties could become uncontrollably emotional, that they might be blamed

- ○ A lack of confidence arising from poor management recruitment process, a confusing HR policy framework, and lack of clear management job design and reactive and task focused appraisal systems.

- ○ A lack of competence arising from a lack of appropriate training and support

2.2.3 Construct 3 – Commitment is essential to a successful organization. Directors, Managers, Staffs and everyone else in the organization must show their commitments towards the organization. They should have the sense of belongingness to be more productive.

- ○ When our values, etc are aligned with those of others in the workplace, we feel a sense of belonging and togetherness that is hard to define but in that moment we know it works.

- ○ If we add the knowing that the organization values us and it is meeting our needs, it is like the perfect situation – the perfect workplace. The outcome is that we are collaborative, productive, engaged and feel happy.

2.2.4 Construct 4 – Organizations should have a Management Strategy to manage conflict.

- Organizations' policies and systems for handling it are reactive; boards and senior management teams ignore it, yet they expect their HR teams and line managers to deal with it.

- It is handled on a case-by-case basis and organizations are woefully ineffective at gathering data and learning the lessons from previous conflicts.

- Organizational conflict management strategies are generally vague (if indeed there are any) and many organizations rely on HR processes such as grievance procedures and bullying policies to resolve interpersonal disputes or workplace conflicts

2.3 SUMMARY

Conflict in one form or another is everywhere. Two opposite positions are taken about conflict, one view holds that conflict is an undesirable characteristic of organizational life and should be eliminated, the contrasting view maintains that conflict is a healthy stimulus for change and should be encouraged within limits. Thus, conflict is a dynamic process that tends to move through clearly discernible stages. Whatever the approach to resolution, there are ensuing consequences (resolution aftermath) depending upon how the conflict was handled. The conflicting parties may be satisfied in varying degrees, or the resolution may provide fuel for the next cycle of conflict. Whilst managers develop their own personal approach for coping with conflict situations, conflict management styles invariably take the form of avoidance, suppression, smoothing, compromise, or confrontation. These five styles reflect the two views of conflict: undesirable and eradicate, or desirable and regulate.

The art of dealing with conflict in the workplace may be the most significant skill that leadership must learn to handle. As a result, effective conflict management is a staple of good leadership. Because conflict management is rapidly becoming a critical and time-consuming aspect of management, it is essential that, managers are prepared to face these challenges and are equipped to channel conflict in the workplace into constructive outcomes. Clearly, conflict both positive and negative is will remain. However, armed with the skills and understandings outlined above, managers can use conflict as a positive and strategic management tool. Addressing conflict in the workplace should not be seen as a task to be avoided. On the contrary, leaders can embrace conflict as a mark of a productive workplace environment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   INTRODUCTION

Many of us use different methodologies, theoretical approaches and research tools to examine conflict issues. However, in many cases, these three approaches usually co-relates and interdependence exists among it. This chapter explains the methods used to conduct the research work in detail. Methodology is the analytical and comprehensive examination of the techniques applicable to a field of study.

Research design is a strategy for reacting to your research question. A research method is a technique used to execute the plan Research design and methods are different but closely related, as good research design ensures that the data you obtain will help you respond more effectively to your research question. Study of the collection of techniques and concepts connected with an information group. The research methodology should be designed properly and implemented in order to carry out the phase of data collection without any restrictions in performing the research. Therefore, the issues addressed include study design, calculation of variables, instrumentation and analysis of data.

3.2 PHILOSOPHY AND RESEARCH APPROACH

The Saunders Research Onion demonstrates the steps involved in research job implementation and was established by Saunders et al. (2007). The onion layers, in other terms, provide a more detailed description of the phases of a research process. This offers an important pathway through which it is possible to design a research methodology. The usefulness resides in its adaptability to almost any kind of research methodology and can be used in a variety of contexts (Bryman, 2012). Saunders et al

(2012) indicated that one must go from the outer layer to the inner layer while using research onion. When observed from the outside, every layer of the onion explains the research process in more detail. (Saunders et al., 2007). Saunders et al regard research process as unwrapping an onion layer by layer, the outer layer must first be unwrapped in order to see the inner layer. The correct steps have to be taken in conjunction with an aim that is to be accomplished that occurs in research, first cover one-step before progressing to another.

a)   Deductive

The deductive method establishes the hypothesis or theories on a pre-existing theory and then formulates the methodology to analysis to evaluate it (Silverman, 2013). The deductive method can be considered particularly useful for the positivist approach that enables the development of hypotheses and the statistical evaluation of expected results to an agreed likelihood point (Snieder & Larner, 2009). It is characterized as the development from general to particular: it first establishes the general theory and knowledge base and then tests against it the specific knowledge gained from the research process (Kothari, 2004). Nevertheless, qualitative research methods may also use a deductive approach although in these situations the assumptions of pre-existing research would be developed differently from hypothesis testing (Saunders et al., 2007). Deductive approach utilizes questionnaire to establish observation understanding that enables you to compare different people's understanding by statistical data. The information gathered helps confirm or reject the question; it is possible to repeat the process.

b)   Inductive

The inductive method allows you to create a hypothesis rather than follow, as in the deductive, a pre-existing one. It simply illustrates the difference between the two methods. The inductive approach is a step from the individual to the general (Bryman & Bell, 2011). There is no framework in this approach that initially informs the data collection and therefore the research focus can be formed after the data

is collected (Flick, 2011). Although this can be seen as the stage at which new theories are developed, it is also true that it can be found to fit into an existing theory as the data are evaluated (Bryman & Bell, 2011). This method is commonly used for qualitative research. Interviews are administered concerning specific phenomena then the info could also be examined for patterns between respondents (Flick, 2011). This approach, however, can also be used effectively within positivist methodologies, where the data is first analyzed and significant patterns are used to inform results generation.

c)   Abductive

With the observation of the real world situation, the abductive approach is developed. For Instance, Human psychology or human opinion of a specific situation. Therefore, both qualitative and quantitative approaches are required to determine the condition. The findings are based on qualitative as well as quantitative data findings. The abductive method, on the other hand, helps researchers to interpret results based on more than one point of view.

Therefore, an abductive approach was chosen by the researcher to analyse the data in the study for the purpose of this study, which is 'Managing Functional Conflict within FM Project Team'.

3.3   RESEARCH DESIGN

(Maxwell & Loomis, 2002) has stated that the research design consists of five main components that are:

1. **Goals:** Why is it worth your research? What are the things you want to explain, and what are the procedures and strategies you want to affect it? Why would you like this study to be done, and why should we think about the results?

2. **Conceptual framework:** What do you think the issues, situations, or individuals you are intending to research are going on? Which results will direct or educate your work on the ideas, values, and historical research, and what history, initial findings, and personal experiences will you rely on to understand the people or topics you are studying?

3. **Research issues:** What does this research actually enable you to know or understand? What are the stuff you are learning that you do not think you want to learn? Which questions are going to try to answer your research and how are these questions related to each other?

4. **Methods:** What are you intending to do in this study? What methods and strategies are you going to use to collect and interpret the results, and how is this an effective strategy?

5. **Validity:** How could the observations and findings be wrong? What are the plausible alternative definitions and challenges to their legitimacy, and how are you going to deal with them? How can you help or question your assumptions about what is going on with the evidence you have, or possibly collect? Why are we supposed to believe your results?

Figure 3.1 below illustrates the research design based on (Maxwell & Loomis, 2002) concept.

COMPONENT 1

Aim/Goal

Enhance a working culture among FM Project Team that helps to create a healthy working environment among FM Project Team.

COMPONENT 2

Conceptual Framework

- Communication
- Leadership
- Commitment
- Management Strategy

COMPONENT 3

Research Question

What is the best working environment for Facilities Management Project Team?

COMPONENT 4

Methods

Mixed method

COMPONENT 5

Validity

- Facility Managers of Brahims, Wangsa Ultima and AWC Corp.
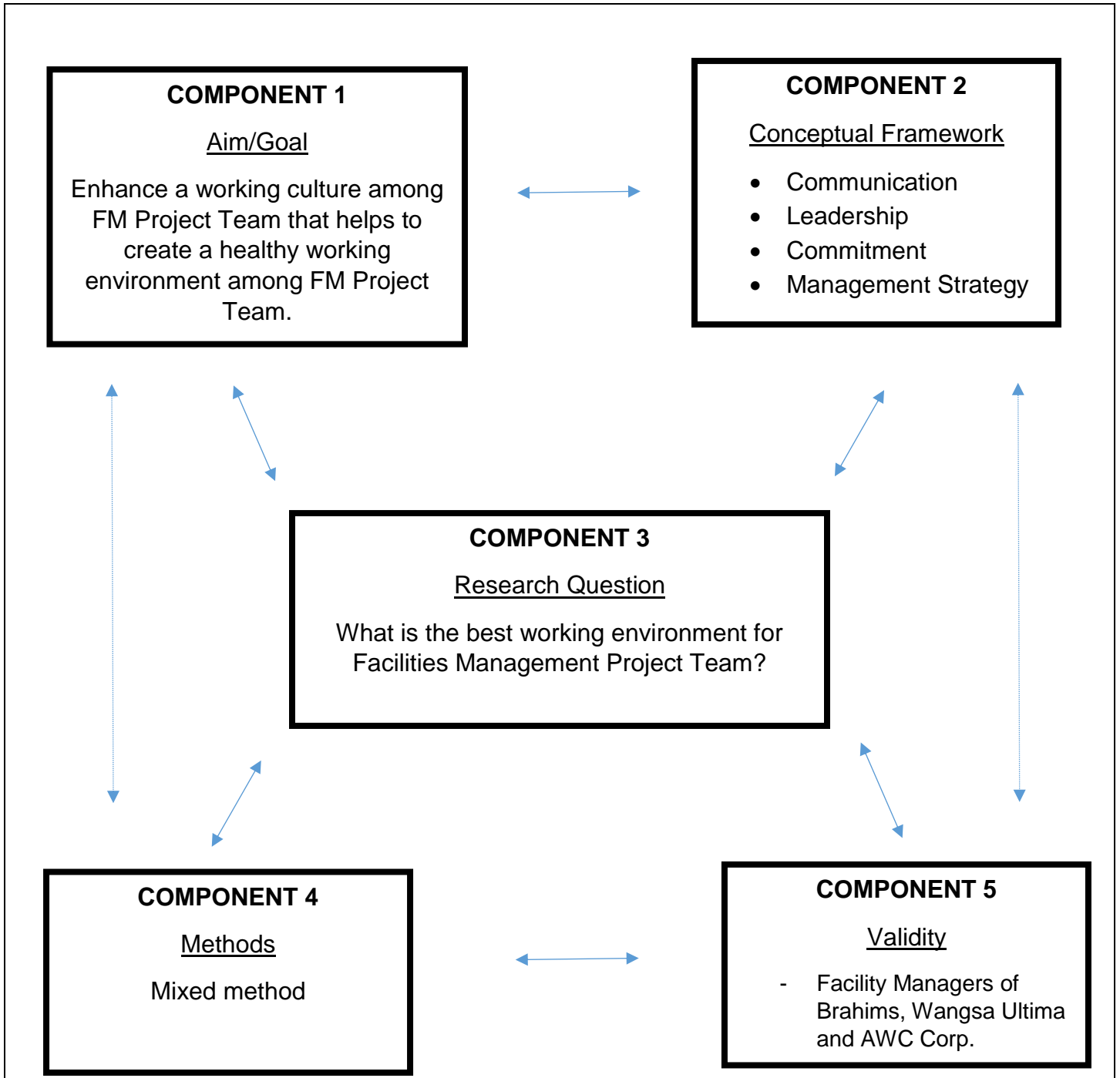
Figure 3.1 Research design (Maxwell, 2012)

3.3.1   RESEARCH AIM

The aim of this research is to enhance a working culture among FM Project Team that helps to create a healthy working environment among FM Project Team.

3.3.2   CONCEPTUAL FRAMEWORK
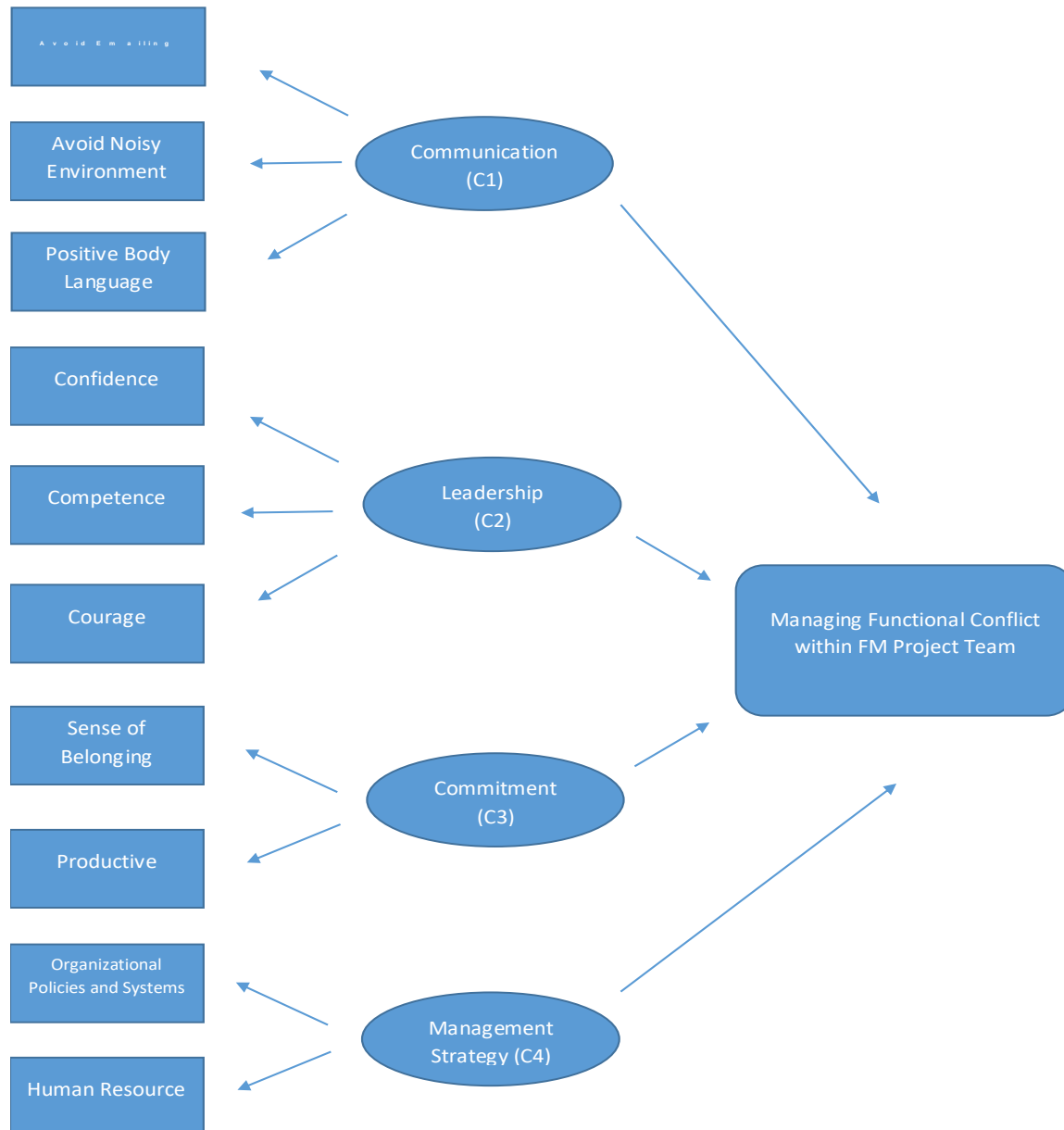
Figure 3.2: Conceptual Framework

Figure 3.2 above shows the conceptual framework that was used in this research.

3.3.3 RESEARCH QUESTIONS

The main research question is to identify the best working environment for Facilities Management Project Team.

The purpose of this study is to obtain results from the following research questions:

4. What are the conflicts that exist among FM Project Team?
5. What are the implications of conflicts to staffs in FM Project Team?
6. What are the mechanisms to handle/overcome these conflicts?

3.3.4 METHOD OF DATA COLLECTION

Data collection is a method of gathering information from all relevant sources, seeking answers to the research question, evaluating the hypothesis and analyzing the findings. Methods of data collection can be classified into two categories: secondary data collection methods and primary data collection methods.

Secondary data is a form of data that has already been released in journals, articles, magazines, publications, online portals etc. There are an array of data available in these sources about your research area, often regardless of the complexity of the research area. Meanwhile, Primary data collection methods can be divided into two groups: quantitative and qualitative. As stated above, it is the mixed method that is already been chosen for this research.

3.3.4.1   Interview

Interviews are a two-way communication process for getting real information Chua (2006). There are two types of interviews that will be conducted in this research. The two types of interviews are based on focused group and 1-on-1 Interview sessions.

One-on - one (or face-to-face) interviews are one of qualitative research's most common types of data collection method. The interviewer collects data from the interviewee's responses immediately. This data collection method is ideal because it is a very personal approach when you need to gather highly personalized data.

The process of collecting data from focus groups is simply an interview procedure, but we have a group discussion here instead of doing it1-on-1. If resources are limited for1-on-1 interviews (whether in terms of people, money when time) or you need to simulate a particular social circumstance to obtain data on people's behavior and attitudes, focus groups can be very convenient. Ideally, there should be 3-10 participants in a focus group, including a moderator. Of course, there should be some common denominators for all focus group participants based on the research objective and what the data collected is to be used for.

3.3.4.2   Questionnaire

Depending on the nature of the queries, the questionnaires can be categorized as both quantitative and qualitative methods In general; the responses received by closed-ended questions with multiple-choice response choices are evaluated using quantitative methods and may include pie charts, bar charts and percentages. Answers to open-ended questionnaire questions are evaluated using qualitative approaches, including dialogue and critical analysis without the use of statistics and calculations. Normally it will be enough for a typical 15,000-20,000 word business paper, with 25-40 questions in questionnaires. It is necessary to formulate questions in an unambiguous and straightforward manner and to present them in a logical order. Questionnaire benefits include increased data collection speed, low or no cost requirements, and higher objectivity levels compared to many alternative primary data collection methods.

3.3.5. Validity
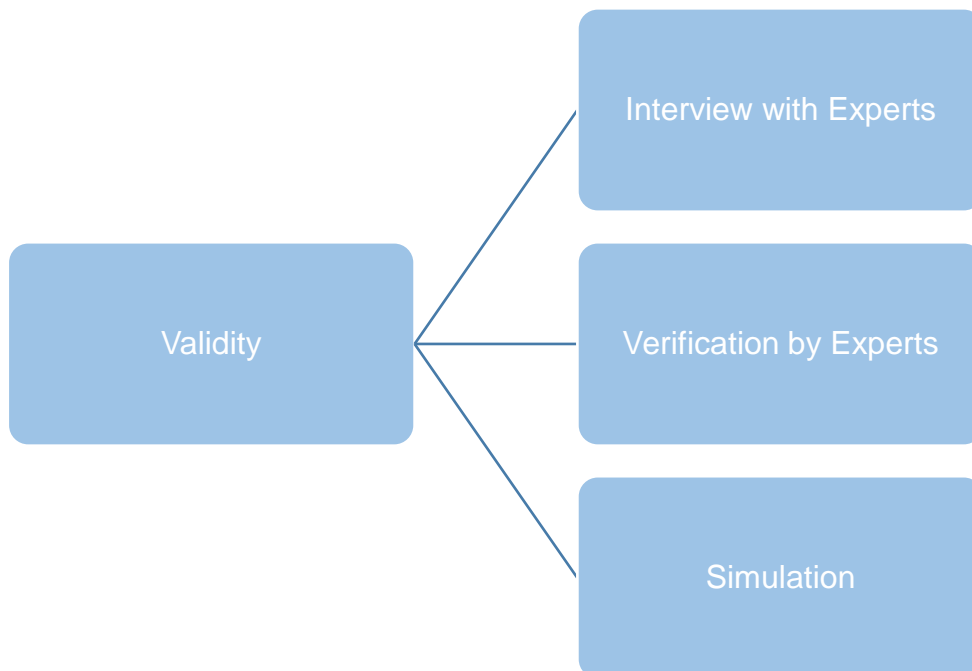
Figure 3.3: Validity

3.4 SUMMARY

At the end of this chapter, we can know the research method that is chosen to obtain data and information that are relevant to managing conflict within FM Project teams at the stated scopes of research. Although we can know that this research began with a lot of reading from journal and articles, this chapter summarizes on how the collected data by referencing from previous journals and articles can be developed moving forward. Other than that, the instruments that are going to be used in this research is also stated in this chapter, which are interviews and questionnaires. Moreover, conceptual framework is also prepared to make the process of obtaining data much easier.

Objective of these responses are to get valuable information/data regarding conflict management within FM project team

CHAPTER FOUR

DATA COLLECTION

4.1 INTRODUCTION

In chapter three, research design and methodology is discussed, aim of the research and method of data collection. In this chapter, research will focus more on the data collection to answer the stated research question, test the hypotheses and evaluate outcomes. Methods of data collection for this study is explained briefly in this chapter.

Data collection is the process of collecting and evaluating information on relevant variables in a defined systematic manner that allows one to answer specified research questions, test hypotheses, and analyze outcomes. The research aspect of data collection is standard in all fields of study including physical and social sciences, humanities, industry, etc.

In this chapter, the primary focus will be on sampling and instruments to access the response from the respondents on the managing functional conflict in facility management organizations. Sampling design by Saunders et al. (2007) is used. Saunders et al (2012) indicated that one must go from the outer layer to the inner layer while using research onion. When observed from the outside, every layer of the onion explains the research process in more detail. (Saunders et al., 2007). Saunders et al regard research process as unwrapping an onion layer by layer, the outer layer must first be unwrapped in order to see the inner layer.

4.2 RESEARCH SAMPLING

4.2.1 SAMPLING DESIGN

According to Sabitha (2006), the sample size design is determined based on the purpose of study, sample size required, cost and time allocated. Sampling methods are broadly divided into two categories: probability and non-probability.

In probability sampling, every member of population has a known chance of participating in the study. Probability sampling means that every element in the population has equal probability of being included in the sample. One approach to do random sampling will be to create a sampling frame first and then use a random number generation computer program to pick a sample from the sampling frame (Zikmund, 2002). Probability sampling methods include simple, stratified systematic, multistage, and cluster sampling methods.

In non-probability sampling, on the other hand, sampling group members are selected on non-random manner, therefore not each population member has a chance to participate in the study. Non-probability sampling is also connected with the design of case study research and qualitative study. As for the above, case studies tend to concentrate on small samples and are intended to analyze a real life phenomenon, not to draw statistical inferences in relation to the larger population (Yin, 2003). Non-probability sampling methods include purposive, quota, convenience and snowball sampling methods.

The Figure 4.1 below illustrates specific sampling methods belonging to each category:
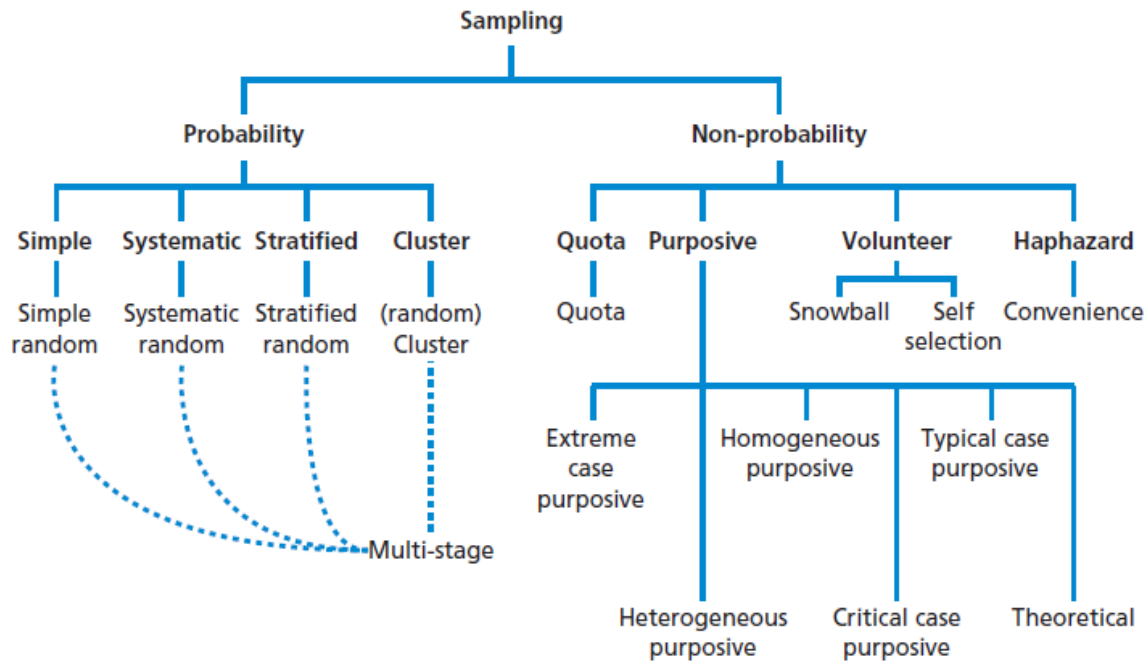
Figure 4.1: Specific sampling methods belonging to each category

Sampling Techniques	Definition/Explanation
Simple Random	Sample group members are selected in a random manner
Stratified	Representation of specific subgroup or strata
Systematic	Including every Nth member of population in the study
Cluster	Clusters of participants representing population are identified as sample group members
Multistage	Sampling conducted on several stages

Table 4.1: Probability Sampling.

Table 4.2 above explains about the sampling techniques that belong under the probability sampling. Probability sampling includes simple random sampling, stratified, systematic, cluster and multistage sampling.

Figure 4.2: Probability sampling

Figure 4.2 above shows illustrations about the probability sampling techniques that gives a clear idea of the spread of sampling.

Sampling Techniques	Definition/Explanation
Judgement	Sample group members are selected on the basis of judgement of researcher
Quota	Sample group members are selected on the basis of specific criteria
Convenience	Obtaining participants conveniently with no requirements whatsoever
Purposive	A group of subjects with certain characteristics is selected.
Snowball	Sample group members nominate additional members to participate in the study
Self-selection	The self-election sample involves two steps: (a) publicizing your need for units (or cases); and (b) checking the relevance of units (or cases) and either inviting or rejecting them.
Heterogeneous	Every member has a different value for the characteristics interested. In examples, if everyone in the group varied between 4'3'' and 7'6'' tall, they would be heterogeneous for height.
Homogenous	All the items in the sample are selected due to having similar or identical traits. In example, people in a homogenous sample might share same age, location or employment.
Theoretical	The process of collecting, coding and analyzing data in a simultaneous manner in order to generate a theory.

Table 4.2: Non- probability sampling

Table 4.2 above shows the non-probability sampling techniques that consists of judgement, quota, convenience, purposive, snowball, self-selection, heterogeneous, homogeneous and theoretical.
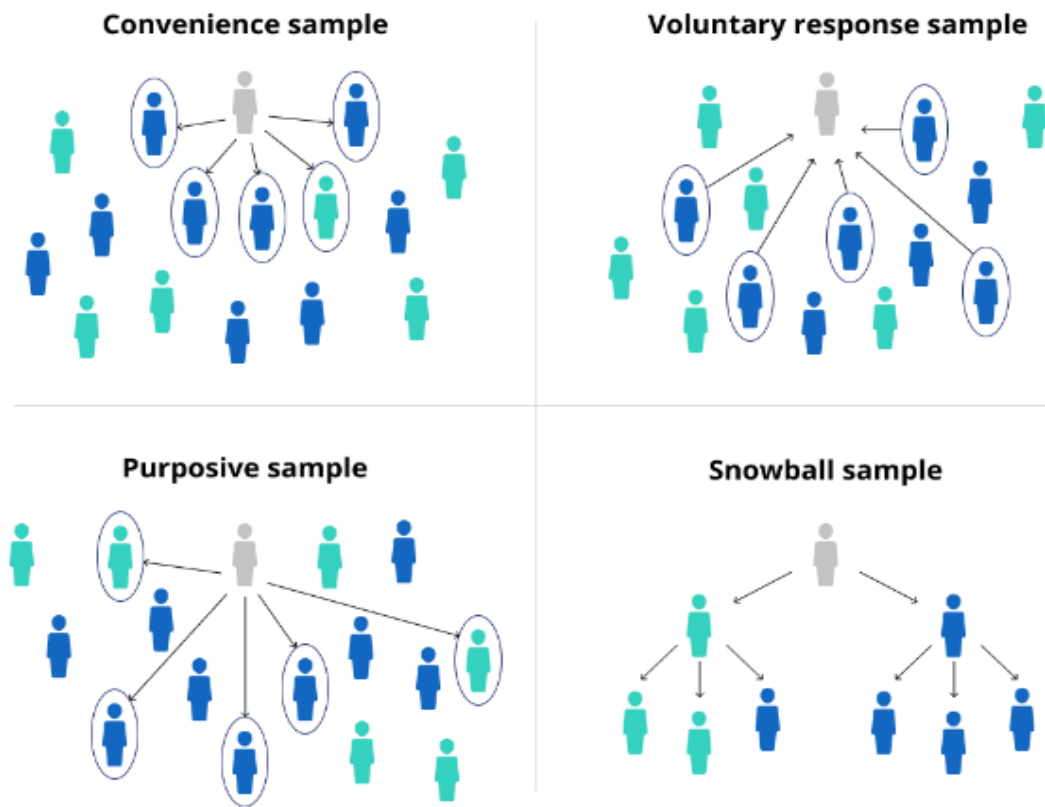
Figure 4.3: Non - Probability sampling

Figure 4.3 above shows illustrations about the non-probability sampling techniques that gives a clear idea of the spread of sampling.

Sampling assists a lot in research. It is one of the most important factors that determines the accuracy of the results of your research. When something goes wrong with the sample then it is reflected directly in the outcome. When a research is performed about a group of people, gathering data from every person in that group is usually difficult. A sample is chosen, instead. The sample is the group of individuals actually going to be involved in the research.

Probability sampling is used in this research as a sampling technique to identify the samples to represent the population of the research. Probability sampling means that every element in the population has equal probability of being included in the sample. For this study, the population consist of three facility management organizations that are Brahims Sats, Wangsa Ultima and Ambang Wira Sdn Bhd. The population sample of the organizations are narrowed down to the low level management (technical).

4.2.2 SAMPLE SIZE

In order to generalize from a random sample and avoid sampling errors or biases, a random sample needs to be of adequate size. The sample sizes reflect the number of obtained responses, and not necessarily, the number of questionnaires distributed (Bartlett et al., 2001).

The ever-increasing need for a representative statistical sample in academic research has generated demand for an effective sample size determination method. To address the existing gap, Krejcie & Morgan (1970) came up with a table for determining sample size for a given population for easy reference. Table 4.2.2 below shows the sample size that is used in this research which 108 respondents, as the population size is 120.

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—N is population size. S is sample size.

Source: Krejcie & Morgan, 1970

Table 4.3: Sampling Size Table

The three facilities management organizations has an estimated similar population for the low-level management. The Krejcie & Morgan (1970) sampling size method was used to identify the sample size at the three respectives organizations for this study that are as below.

No	Facilities Management Organization	Total Population	Total Sample Size Required	Sample Size
1	Brahims Sats Food Services	40		36
2	Wangsa Ultima Sdn Bhd	45	108	40
3	Ambang Wira Sdn Bhd	35		32
Total		120		108

Table 4.4: Sample size of the research

Table 4.4 above shows the sample size of the research. Total samples that are required in this research is 108. From the 108 samples, 36 samples are from Brahims Sats Food Service, 40 samples are from Wangsa Ultima and 32 samples are from Ambang Wira Sdn Bhd.

4.3 DATA COLLECTION INSTRUMENTS

There are two types of instruments that were used in this research that are questionnaire and interviews. '*Questionnaire*' is the instrument for collecting the primary data (Cohen, 2013). '*Primary data'* by extension is data that would not otherwise exist if it were not for the research process and is collected through both questionnaires and interviews (O'Leary, 2014). In this research, primary data was used. Questionnaire was distributed to staffs of facility management project team. An '*interview*' is typically a face-to-face conversation between a researcher and a participant involving a transfer of information to the interviewer (Cresswell, 2012). Interview was conducted to top-level management of FM Project team.

4.3.1 Instrument 1: Questionnaire

Questionnaires have many uses; most notably to discover what the masses are thinking (O'Leary, 2014).The table 4.5 below the set of questions that were formulated for this study.

Questionnaire for Managing Functional Conflict within FM Project Team		Never or very rarely	Rarely	Sometimes	Often	Very Often or Always
Read the statements carefully. Indicate how typical each statement is of your thoughts and/or actions in varying conflict situations.						
Section A : Communication						
1	I feel emailing provides a good understanding of the matter that is being conveyed					
2	My organization assign tasks through email					
3	I check my emails often					
4	I feel annoyed when conducting work in a noisy environment					
5	Noisy environment make me feel hesitated to complete the work and is a potential to cause conflict among the team					
6	I feel uneasy when my superior ascertains their authority by using loud tone when communicating					
7	My superior assign task to me in a positive body language					
8	I feel demotivated when my superior doesn't communicate with me in a positive body language					
9	When there is a disagreement, I gather as much information as I can and keep the lines of communication open					

	Section B : Leadership – Confidence, Courage and Competence					
1	My superiors know their role in organization					
2	My superior is competent enough					
3	I feel that competence play a role to building conflict with FM project team					
4	I feel my superiors are confident in the job they are doing					
5	Lack of confidence within myself is contributing to conflicts					
6	I have the courage to speak up to my superiors					
7	My superiors confront me to resolve about a disagreement with courage					
	Section C : Commitment – Sense of Belonging and Productiveness					
1	I feel the importance of contributing to the company's growth					
2	I feel my superiors appreciates your effort					
3	I feel the belongingness when I confront conflict at work					
4	My productivity get affected when I encounter conflict at work					
5	My mood gets disrupted to do work while facing conflict					
	Section D : Management Strategy – Organizational Policies and Human Resource					
1	My company's policy is appropriate					
2	My company's management system leads to conflict					
3	Human Resource of my organization pressures me into conflicts					
4	Human Resource of my organization helps me to resolve conflicts					

Table 4.5: Questionnaire

4.3.2 Instrument 2: Semi-Structured Interview

The table 4.6 below shows the set of questions that were asked during the interview session.

1. What are the conflict related issues that are occur within the Facility Management Project Team?
   Apakah masalah yang berkaitan dengan konflik sering timbul dalam "FM Project Team"?

2. Which of the following conflicts often occur in the Facility Management Organization?
   Antara konflik berikut, yang manakah sering berlaku di Organisasi FM?

   i. Human Conflict
   ii. Organizational Conflict
   iii. Conflicts of Interest
   iv. Increasing task conflict
   v. Status conflict
   vi. Process conflict

3. How do these conflicts managed in a FM Project Team?
   Bagaimana konflik-konflik ini dapat dikendalikan dalam "FM Project Team"?

4. Is there any method used to handle conflicts effectively within FM Project Team?
   Adakah kaedah yang digunakan untuk menangani konflik dalam "FM Project Team"berkesan?

5. What are the suggestions to handle conflicts within FM Project Team?
   Apakah cadangan untuk menangani konflik dalam "FM Project Team"?

Table 4.6: Interview Questions

4.4 CONCLUSION

This chapter explains the methods and approaches used in conducting the research to assist in obtaining the data and information needed to achieve the objectives of the research. This chapter also explains the research instruments used in the data collection process. The selection of instruments appropriate to the research also plays an important role in the method of data collection. Questionnaire and semi-structured interview are the instrument selected which was briefly explained in this chapter. Both the instruments helped in easing the process of data collection.

CHAPTER FIVE

DATA ANALYSIS AND DISCUSSION

5.1 INTRODUCTION

Data analysis is an activity once all data is collected and processed to answer the research questions and objectives. This chapter discusses the results of the data analysis and the findings of this research on managing functional conflict within FM Project team.

Questionnaires were distributed to respondents of three facility management, which are Brahims SATS Food Services, Wangsa Ultima Sdn Bhd and Ambang Wira Sdn Bhd. Due to pandemic that evolved the world; questionnaires were distributed via Google Forms. Despite the constraint, 105 responses were received and matched the required sample based on the population size of the organizations. This percentage of feedback is considered good and acceptable for performing data analysis.

In addition, this chapter will also link to the findings from the questionnaire as well as information obtained from interviews with top management from the facility management organizations at the three companies. All the findings are summarized in the form of diagrams, tables and pie charts to make it easy for the readers to see results from the analysis easily and clearly. The data obtained were analyzed using *Statistical Package for Social Science* (SPSS V.26). Since data was collected using Google Form, the results were extracted into Microsoft Excel Sheets and translated to SPSS software. The method of analysis used are in the form of percentage and "mean" which were obtained using SPSS.

5.2 DATA ANALYSIS OF QUESTIONNAIRE

Questionnaires were distributed by using "Google Form" and the percentage of feedback is considered good and acceptable for performing data analysis. They were distributed to middle and lower level management staffs in the selected facility management project teams. Frequency analysis was used to analyse the data for section A (Demographic of Respondents). Meanwhile for Section B1, B2, B3 and B4 (Analysis of Objectives), data analysis is done by using *Likert Scale Method* as in Table 5.2.1.

The score is divided into two parts: positive and negative response.

Score	Mean Score	Scale	Response
1	0.00 – 1.50	Strongly Disagree	Negative
2	1.51 – 2.50	Disagree	
3	2.51 – 3.50	Neutral	
4	3.51 – 4.50	Agree	Positive
5	4.51 – 5.00	Strongly Agree	

Table 5.2.1: Likert Scale Score

Descriptive analysis describes sample's characteristics using basic statistics like frequency, percentage, distribution and is often described as an initial research finding. Therefore, it is used for demographic data and respondents' responses to the questionnaire. Thus, data can be analyzed precisely and it saves time. The mean is averaged by adding all the scores and dividing by the number of respondents. While analyzing, mean is taken for accordingly based on each construct.

Mean	Level
1 – 2.33	Low
2.34 – 3.67	Medium
3.68 – 5.00	High

Table 5.2.2: Mean Score Assessment

Table 5.2.2 show the how the mean is accessed. There are three levels for the mean score, which are low, medium and high.

5.3 RESPONDENTS DEMOGRAPHY

The respondents' demographics describe the background analysis of the respondents who answered the questionnaire. 105 responses were received and matched the required sample based on the population size of the organizations to achieve the objective of the research. Before elaborating on the findings of the research, we first discuss the respondents' demographics consisting of:

i.   Location
ii. Gender
iii. Age
iv. Working experience

All the information on the findings and information of the respondents obtained from the distribution of questionnaire and the results of the descriptive analysis of the entire respondents are will be shown in the form of table and figure.

5.3.1 Findings and Analysis of Respondents' based on gender

This section describes the respondents 'background that is based on the respondents' gender. Frequency analysis is used to analysis the respondents' gender.

Category	Frequency	Percentage (%)
Female	42	40.0
Male	63	60.0
Total	105	100

Table 5.3.1: Respondents' Gender

Table 5.3.1 shows the total respondents based on their gender from the selected facility management companies. This table also shows that the total number of respondents is 105 people. From the 108 respondents, 42 of them are females and 63 of them are males. It shows that there are more male respondents than female respondents.
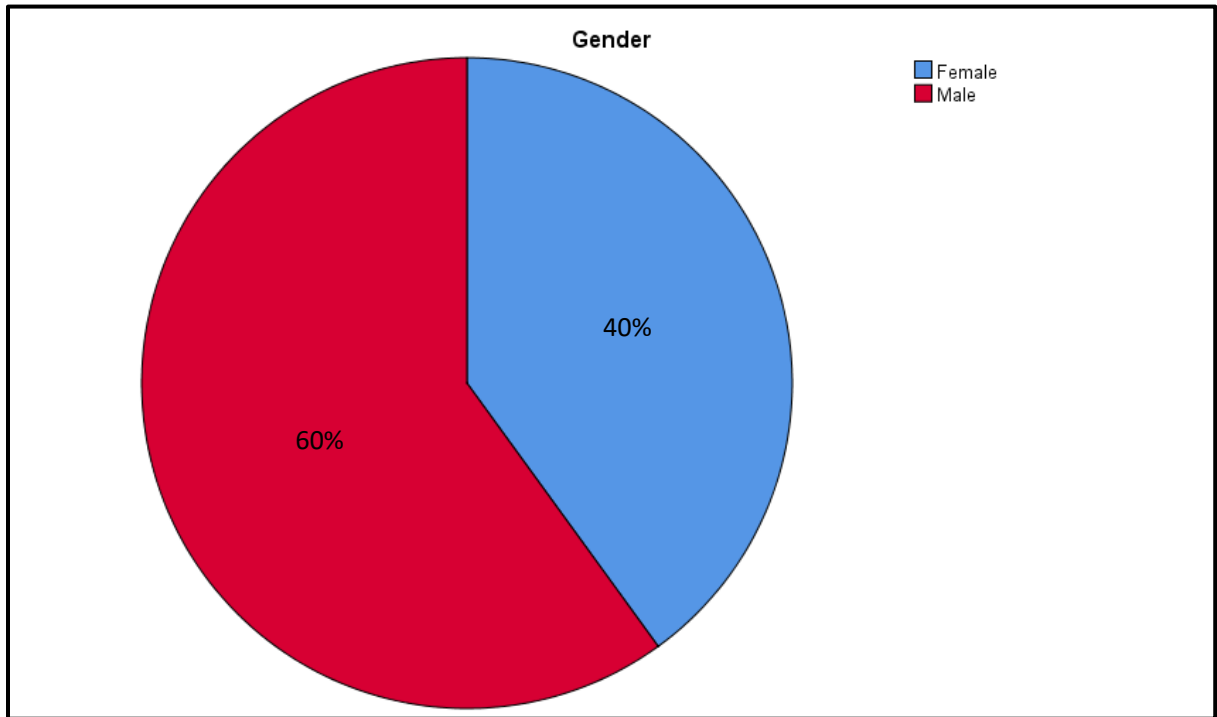
Figure 5.3.1: Respondents' Gender

Based on the result of the findings obtained through the respondents 'demographic information, Figure 5.3.1 was constructed to facilitate a more detailed view of the respondents' gender. The pie chart in figure 5.3.1 above shows there are about 40% of the respondents are female and 60% of them are male.

5.3.2 Findings and Analysis of Respondents' based on age

This section describes the respondents 'background that is based on the respondents' age. Frequency analysis is used to analysis the respondents' age.

Category	Frequency	Percentage (%)
< 21 Years	12	11.4
> 40 Years	5	4.8
21 - 30 Years	61	58.1
31 - 40 Years	27	25.7
Total	105	100.0

Table 5.3.2: Age distribution of respondents

Table 5.3.2 shows the age category of the respondents that have responded to the questionnaire based on its frequencies and percentage. The results show that the frequency of respondents who answered the most questionnaire form was respondents aged 21 to 30 years. Therefore, the percentage of overall respondents in that age category was 58.1% that is higher than other age categories.
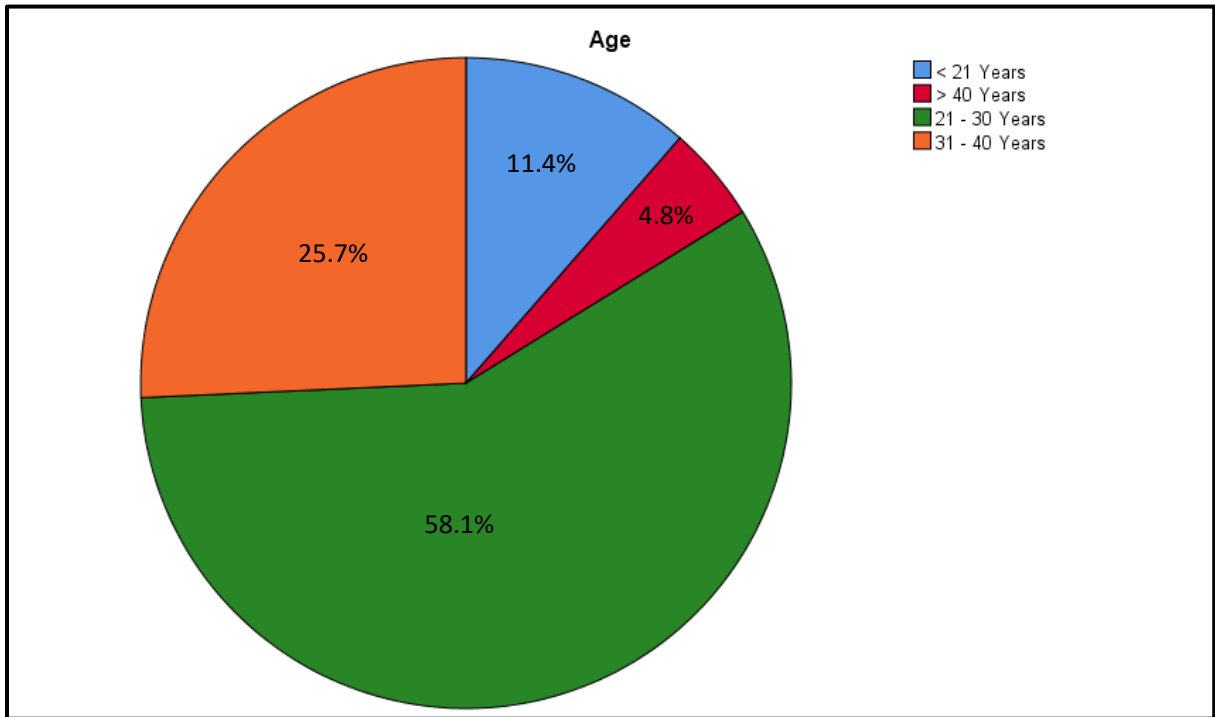
Figure 5.3.2: Age distribution of respondents

Figure 5.3.2 shows a pie chart that illustrates the percentage of analysis by the number of respondents based on their age who answered the questionnaire provided.

5.3.3 Findings and Analysis of Respondents' based on working experience

Category	Frequency	Percentage (%)
< 1 years	15	14.3
> 10 Years	6	5.7
2 - 5 Years	59	56.2
6 - 10 Years	25	23.8
Total	105	100.0

Table 5.3.3: Respondent's Working Experience

Table 5.3.3 shows the responses obtained from the questionnaire form from the 105 respondents. The questionnaire provided requires employee to provide their working experience with the organization that were their respective facility management organizations. The result of the questionnaire found that the working experience with their respective organizations by employees is mostly between 2 to 5 years. It is clear that very few of them have actually worked for more than 10 years.
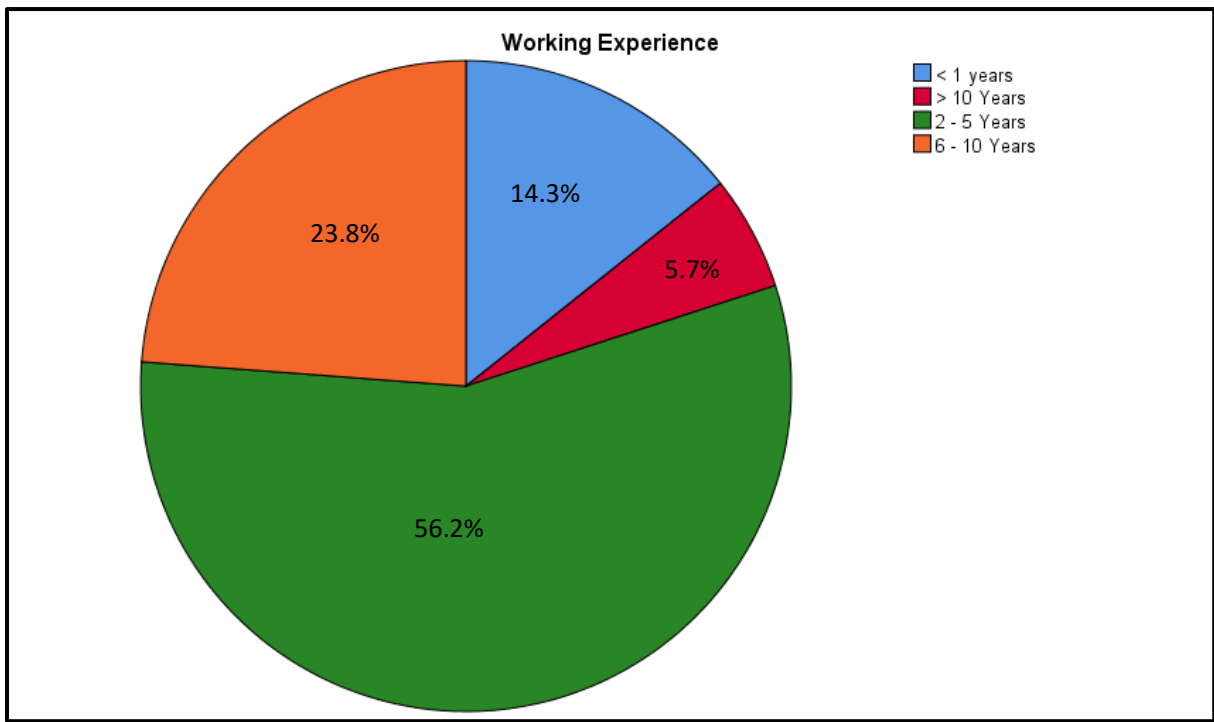
Figure 5.3.3: Analysis of respondent's working experience

According to the findings obtained in figure 5.3.3, the percentage of employees who have worked between 2 to 5 years shows the highest percentage of 56.2% (59 respondents) followed by employees with working experience in the organization from 6 to 10 years which recorded a percentage of 23.8 % (25 respondents). For the period of less than 1 year is 14.3% and finally for employees who have worked for more than 10 years is 5.7% of the entire questionnaires given.

5.4 FINDINGS AND ANALYSIS OF FIRST OBJECTIVE

This section aims to analyze the data to achieve the first objective of the research that is to identify the types of conflicts that exist within facilities management project team. The data obtained were quantitative and the data were analyzed using SPSS software. The instrument used to obtain data is through distribution of questionnaire to respondents consisting of employees in the facility management company from Ambang Wira Sdn Bhd, Wangsa Ultima Sdn Bhd and Brahims SATS Food Services. The other instrument that was used was through interviewing top level management of the respective facility management organizations.

5.4.1 Data Analysis by using questionnaire: Identify the types of conflicts that exist within facilities management project team

Questionnaires were distributed to respondents of three facility management, which are Brahims SATS Food Services, Wangsa Ultima Sdn Bhd and Ambang Wira Sdn Bhd. The responses from the questionnaire were analysed in detailed and were beneficial for all three objectives in a way. The questionnaire was structured in a way that it correlates with all three objectives. Four constructs were used in the questionnaire that are Communication Attributes, Leadership Skills, Commitment and Management Strategy.

These four construct can be translated into conflict in communication, leadership conflict, conflict of commitment and organizational conflict. To achieve the first objective of this research, reliability analysis was conducted on the types of conflicts that exist within facility management project team. This test is done to analyze the Cronbach alpha reading and identify the factors whether it is suitable to use and appropriate to the study conducted.

Types of Conflict	Cronbach Alpha Reading	Items in Construct
Organizational conflict	0.771	4
Conflict of commitment	0.764	5
Leadership conflict	0.801	7
Conflict in communication	0.802	9

Table 5.4.1: Cronbach Alpha Reading of the Research

Table 5.4.1 shows the Cronbach Alpha readings for the types of conflicts assessed. Four types of conflict have been identified in this research. The result of the analysis found that all these constructs achieved more than 0.7 for the Cronbach alpha reading. Based on table 5.4.2 below, it can be seen that all these constructs are acceptable and reliable.

Coefficient of Cronbach Alpha	Reliability Level
0.9 - 1.0	Excellent
0.8 – 0.9	Good
0.7 - 0.8	Acceptable
0.6 - 0.7	Questionable
<0.6	Poor
<0.5	Unacceptable

Table 5.4.2: Cronbach alpha score (Bond & Fox 2007)

The first type of conflict in this research is conflict in communication. Nine questions were asked under the construct in which a Cronbach Alpha reading of 0.802 is recorded. Based on table 5.4.2 above, the reading means that it is a good reading and acceptable. This clearly shows that conflict in communication is a type of conflict that exists among facility management project team. The implications of this conflict is analysed in detail in objective 2 analyses.

The second type of conflict in this is leadership conflict. Seven questions were asked under the construct in which a Cronbach Alpha reading of 0.801 is recorded. Based on the table 5.4.2 above, the reading means that it is a good reading and acceptable. This clearly shows that leadership conflict is a type of conflict that exists among facility management project team.

The third type of conflict in this is conflict of commitment. Five questions were asked under the construct in which a Cronbach Alpha reading of 0.764 is recorded. Based on the table 5.4.2 above, the reading means that it is acceptable. This clearly shows that conflict of commitment is a type of conflict that exists among facility management project team. Commitment is definitely a common conflict that naturally will exist in any organization, as it is essential to run any business.

The final type of conflict in this is management conflict. Four questions were asked under the construct in which a Cronbach Alpha reading of 0.771 is recorded. Based on the table 5.4.2 above, the reading means that it is acceptable. This clearly shows that management conflict is a type of conflict that exists among facility management project team.

5.5 FINDINGS AND ANALYSIS OF SECOND OBJECTIVE

This section aims to analyze the data to achieve the second objective, which is to indicate the implications of conflict on staffs in Facility Management Project Team. The data obtained is quantitative and the data are analyzed as descriptive statistic using Statistical Package for Social Science (SPSS). The instrument used to obtain data to analyze the second objective is through the distribution of questionnaires conducted to selected respondents via Google Form. By using the instrument, the data obtained from the research is analyzed for the implication of conflict on staffs in Facility Management Project Team.

5.5.1 Data analysis: Implications of Communication Attributes on managing functional conflict within FM Project Team

Generally, this analysis is done to understand the implications of communication attributes on managing functional conflict within FM Project Team. Through this analysis, both positive and negative implications of communication that can lead to conflicts within FM Project Team can be analyzed.

Item	Element	Mean Score
A1	Emailing provides a good understanding of the matter that is being conveyed	4.37
A2	Tasks are assigned through email	4.01
A3	Emails are often checked	3.16
A4	Conducting work in a noisy environment causes annoyance	4.24
A5	Noisy environment make me feel hesitated to complete the work and is a potential to cause conflict among the team	4.05

A6	Superior ascertains their authority by using loud tone when communicating makes me feel uneasy	4.13
A7	My superior assign task to me in a positive body language	4.33
A8	Superior not communicating using positive body language causes demotivation	4.24
A9	When there is a disagreement, I gather as much information as I can and keep the lines of communication open	4.05
Mean Average		**4.18**

Table 5.5.1: Mean Score table of responses for implications of communication

Table 5.5.1 shows the findings obtained for the communication dimension by using SPSS to analyse the data from questionnaire. There are nine items under this construct in the questionnaire that was distributed. These items are used as variables to analyze the communication level between staffs and their superiors. These variables are tested to identify if they are contributing to conflicts. Likert scale was used in the questionnaire.

Based on item A1 which is "Emailing provides a good understanding of the matter that is being conveyed ", it can be seen that it has a mean score of 4.37. Therefore, based on the result of the analysis found that the respondents strongly agreed with the statement given. Items A2 and A3 falls under the same bubble in which they are related to communicating via email. Item A2 which is "Tasks are assigned through email" has a mean score of 4.01 which means respondents agree that tasks are assigned to them through email. On the other hand, item A3, which is "Emails are often checked" only, getting a mean score of 3.16, which is moderate. "Sometimes" was used as a replacement for moderate in the Likert scale. It can be concluded that email is used as a medium of communication within the facility management project team but not all respondents agree

or strongly agree that they check their emails often. This factor leads to conflict within facility management project team.

Items A4 and A5 focuses on the implications of working in noisy environment against communication breakdowns leading to conflicts within facility management project team. Item A4, which is "Conducting work in a noisy environment causes annoyance", has a mean score of 4.24. Respondents agree that working in a noisy environment makes them feel annoyed. Based on item A5, "Noisy environment make me feel hesitated to complete the work and is a potential to cause conflict among the team" has a mean score of 4.05. As to conclude from noisy environment perspective, respondents feel working in noisy environment makes them feel annoyed and hesitated to complete the work. This clearly is a sign of causing potential conflict.

Item A6 is about communicating by using loud tone. A mean score of 4.13 was received for the item; "Superior ascertains their authority by using loud tone when communicating makes me feel uneasy". It underlines the chain of conflict being caused. Using loud tones to ascertain their authority makes them feel uneasy which leads to more communication barriers.

Items A7 and A8 focuses on implications of body language to conflicts among facility management project team. Item A7, which is "My superior assign task to me in a positive body language", has a mean score of 4.33, which seems fair given that their superiors have taken measures to avoid adding up to conflicts. To rectify this statement, the next item was tested in this analysis, which is "Superior not communicating using positive body language causes demotivation". Unsurprisingly, it has a high mean score of 4.33. Respondents strongly agree that they feel demotivated when their superiors communicate with them by not using positive body language. Positive body language plays a vital role in managing functional conflict within facility management project team.

The last item in this construct is "When there is a disagreement, I gather as much information as I can and keep the lines of communication open". It has a mean score of 4.18, which is good as; keep the lines of communication open by gathering information helps in maintaining a healthy communication channel. By doing that, conflicts can be managed well.
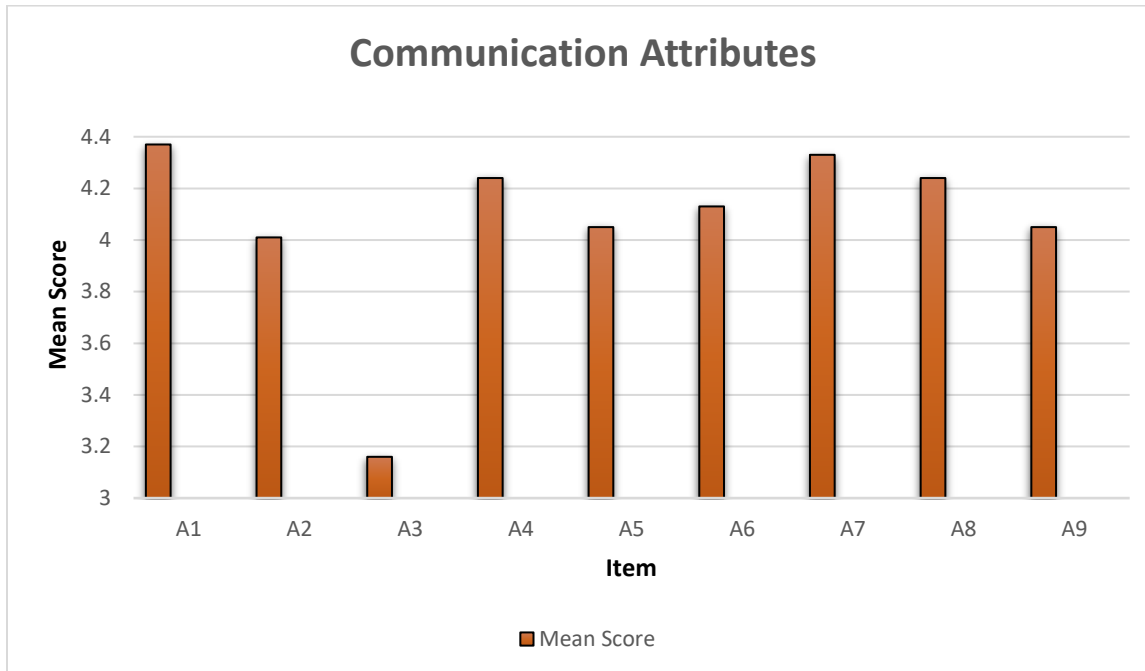
Figure 5.5.1: Mean Score for Communication Attributes Construct

Figure 5.5.1 above shows the mean score of the 9 items in the construct and we can see that the highest mean score is 4.33 and lowest mean score is 3.16.

5.5.2 Data analysis: Implications of Leadership Skills on managing functional conflict within FM Project Team

Generally, this analysis is done to understand the implications of leadership skills on managing functional conflict within FM Project Team. Through this analysis, both positive and negative implications of leadership that can lead to conflicts within FM Project Team can be analyzed.

Item	Element	Mean Score
B1	My superiors know their role in organization	4.02
B2	My superior is competent enough	4.77
B3	Competence play a role to building conflict with FM project team	3.97
B4	My superiors are confident in the job they are doing	4.09
B5	Lack of confidence within myself is contributing to conflicts	3.90
B6	I have the courage to speak up to my superiors	3.77
B7	My superiors confront me to resolve about a disagreement with courage	4.70
Mean Average		**4.175**

Table 5.5.2: Mean Score table of responses for implications of leadership

Table 5.5.2 shows the findings obtained for the leadership aspect by using SPSS to analyse the data from questionnaire. There are seven items under this construct in the questionnaire that was distributed. These items are used as variables to analyse the leadership levels of staffs and their superiors. These variables are tested to identify if they are contributing to conflicts.

Based on item B1, the item "My superiors know their role in organization" has a mean of 4.02. Respondents agree that their superiors know their role in their respective organizations. As a leader, the main attributes one should possess is to know their role as a leader. By knowing their role, they can avoid human conflicts such as staffs complaining that their leaders are not aware of their roles.

Items B2 and B3 focuses on implications of competence on managing conflict within facility management project team. In fact, item B1 is indirectly correlated to competence as well since knowing their role in an organization ascertains their competence. Item B3 which is "My superior is competent enough" got a mean score of 4.77. Respondents strongly agree that their superiors are competent enough to handle their work. On the other hand, item B3 that is "Competence play a role to building conflict with FM project team" scores a mean of 3.97.

Items B4 and B5 focuses on implications of confidence in building conflict among facility management project teams. Item B4, which is "My superiors are confident in the job they are doing" gets, a good response with a mean of 4.09. Item B5 that is "Lack of confidence is contributing to conflicts" has a mean score of 3.90. Lacking in confidence often leads to conflict.

Items B6 and B7 focuses on implications of courage in building conflict among facility management project teams. Item B6 that is "I have the courage to speak up to my superiors" has a mean score of 3.77, which is moderate. Research replaced moderate with "sometimes" in the Likert scale, which states that only sometimes respondents have the courage to speak to their superiors. To avoid conflicts in the future, speaking up is the right thing to do. This is contributing to creating conflicts. Item B7 that is "My superiors confront me to resolve about a disagreement with courage" has a high mean of 4.70. It shows the effort made by superiors to manage conflicts by confronting their staffs to resolve a disagreement with courage.
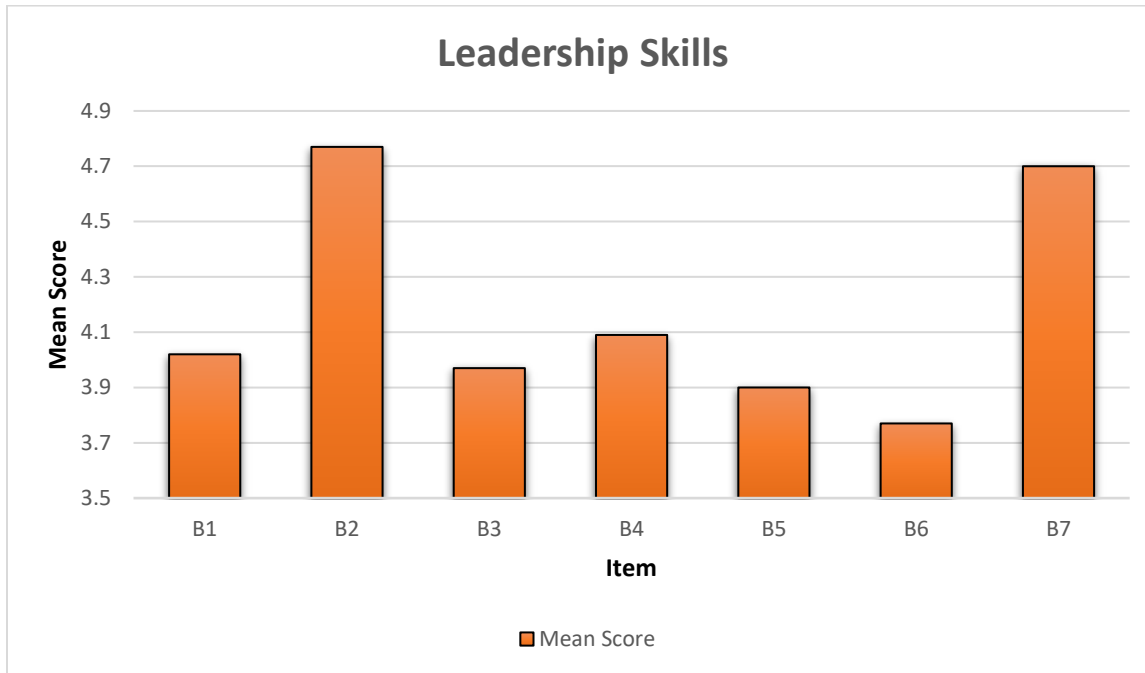
Figure 5.5.2: Mean Score for Leadership Skills Construct

Figure 5.5.2 above shows the mean score of the 7 items in the construct and we can see that the highest mean score is 4.77 and lowest mean score is 3.77.

5.5.3 Data analysis: Implications of Commitment on managing functional conflict within FM Project Team

This analysis is done to understand the implications of commitment on managing functional conflict within FM Project Team. Through this analysis, it can be analyzed both positive and negative implications of commitment that can lead to conflicts within FM Project Team.

Item	Element	Mean Score
C1	Importance of contributing to the company's growth is felt	4.05
C2	Superiors appreciates your effort	4.05
C3	Belongingness is felt when I confront conflict at work	4.17
C4	Productivity get affected when I encounter conflict at work	4.01
C5	Mood gets disrupted to do work while facing conflict	4.05
Mean Average		**4.06**

Table 5.5.3: Mean Score table of responses for implications of commitment

Table 5.5.3 shows the findings obtained for the commitment aspect by using SPSS to analyse the data from questionnaire. There are five items under this construct in the questionnaire that was distributed. These items are used as variables to analyse the commitment of staffs and their superiors. These variables are tested to identify if they are contributing to conflicts.

The aspects that were analyzed in this construct is mainly on staffs sense of belonging and their productiveness upon facing conflict. Item C1, "Importance of contributing to the company's growth is felt" has a mean score of 4.05. Items C2 and C3 focuses vastly on staffs on whether they have the sense of belongingness. Firstly, C2

("Superiors appreciates your effort") has a mean score of 4.05 also. This is important as staffs needs to be appreciated from time to time so that they will feel their importance in the organization. Secondly, C3 (Belongingness is felt when I confront conflict at work) has a mean score of 4.17 which is more than C2. It can be analyzed that respondents agree that they still do feel the belongingness even they confront conflict at work. This is evident that when staffs are appreciated, they can feel the belongingness when they face conflict at workplace. This is a good mechanism that superiors can use to manage functional conflict among facility management project team.

The remaining two items of the construct focuses on how conflict affects the productiveness of staffs. Respondents agree with a mean score for the item C4 which is "Productivity get affected when I encounter conflict at work". The other item analyses on how the mood is disrupted to do work while facing conflict. Respondents agree their mood is disrupted to do work while encountering conflict. The mean score for item C5 is 4.05.

Figure 5.5.3: Mean Score for Commitment Construct

Figure 5.5.3 above shows the mean score of the five items in the construct and we can see that the highest mean score is 4.17 and lowest mean score is 4.01.

5.5.4 Data analysis: Implications of Management Strategy on managing functional conflict within FM Project Team

This analysis is done to understand the implications of management strategy on managing functional conflict within FM Project Team. Through this analysis, it can be analyzed that both positive and negative implications of management strategy that can lead to conflicts within FM Project Team.

Item	Element	Mean Score
D1	My company's policy is appropriate	3.95
D2	My company's management system leads to conflict	4.07
D3	Human Resource of my organization pressures me into conflicts	4.29
D4	Human Resource of my organization helps me to resolve conflicts	4.33
Mean Average		**4.16**

Table 5.5.4: Mean Score table of responses for implications of management strategy

Table 5.5.4 shows the findings obtained for the management strategy aspect by using SPSS to analyse the data from questionnaire. There are four items under this construct in the questionnaire that was distributed. These items are used as variables to analyse the commitment of staffs and their superiors. These variables are tested to identify if they are contributing to conflicts.

The analysis of this construct is mostly on organizational policies and human resource. Based on item D1 that is "My Company's policy is appropriate", it can be seen that the mean score for this is only 3.95. Although the response is moderate, it can be

analyzed that respondents agree that their policies are not appropriate. Incomplete policy structures can cause major conflicts. It is also noted that item D2 that is "My Company's management system leads to conflict" has a mean score of 4.07. Respondents agree that their management system leads to conflict.

Based on item D3, "Human Resource of my organization pressures me into conflicts" has a mean score of 4.29. Respondents agree that their organizations pressure them into conflicts. Although they are pressured, item D4 justifies that their human resource anyway helps them to resolve the conflict. Item D4 has a mean score of 4.33. This is a good example of managing functional conflict within facility management project team.

Figure 5.5.4: Mean Score for Management Strategy Construct

Figure 5.5.4 above shows the mean score of the 9 items in the construct and we can see that the highest mean score is 4.33 and lowest mean score is 3.95.

As to conclude the second objective, the implications of conflict on staffs in Facility Management Project Team have been identified. Firstly, staffs feel annoyed and hesitated to do work due to conflict that was started from noisy environment. Secondly, staffs feel demotivated when superiors does not communicate with them in a positive body language. Superiors using loud tones to ascertain their authority makes staff feel uneasy. Lack of confidence and competence of superiors' leads to conflicts makes staffs lose confidence in their leaders. Due to conflict also, staffs have no courage to speak to their superiors. Meanwhile, superiors does not confront staffs to resolve about a disagreement with them. The next implication of conflict on staffs in Facility Management Project Team is staffs lose their sense of belongingness towards the company. They also agree that their productivity gets affected due to disruption of their moods. Finally, staffs feel that their human resource department pressures them into conflict but most of them agree that their human resource helps to resolve conflicts.

5.6 FINDINGS AND ANALYSIS OF THIRD OBJECTIVE

This section of analysis is done to provide recommendation of strategies of managing functional conflict within facility management project team. The method that is used to achieve the objective is through interview and distribution of questionnaire as stated above in the table 5.6 – 5.9. Firstly, the set of questions that were asked is to get a brief understanding of the conflict issues faced in facility management project team and how these conflicts are managed.

Table 5.6.1 shows the profiles of respondents, which includes company name, full name and their designation.

FM Company	Name	Designation
Brahims SAT Food Services	Encik Salleh bin Musa	Head of Department, Facility Management
Wangsa Ultima Sdn Bhd	Encik Edy Adila bin Apandi	Asst. Facility Management Consultant
Ambang Wira Sdn Bhd	Haeyus bin Hassan	Mechanical Engineer, Facility Management Department

Table 5.6.1: Respondent's Profile

Table 5.6.2 below shows the information gained and findings from the interview session.

Respondent	Interview Question	Response
Encik Edy Adila bin Apandi	What are the conflict related issues that are occur within the Facility Management Project Team?	The most common conflict that arises during facility management service is to complete the task (Work Order) on time and within estimated cost. It occurs because most building owner tend to minimize the budget per maintenance and delay the supply chain process.
	Which of the following conflicts often occur in the Facility Management Organization?	Human Conflict and Increasing task conflict

	How do these conflicts managed in a FM Project Team?	In my opinion, this conflict can be reduced if the building owner is aware about the current maintenance cost of the material and spare parts. FM project team should propose rationalized rate for each spare part for case to building owner so that they are aware of the cost.
	Is there any method used to handle conflicts effectively within FM Project Team?	To propose integrated computerized maintenance mobile system (ICMMS) to ease the process and record keeping. This method is transparent because each instruction and work will be recorded and can be tracked.
	What are the suggestions to handle conflicts within FM Project Team?	To avoid conflict in FM Project team, a clear organizational chart should be proposed and job description of each personal to be specified in detail. This is to ensure the reporting line must be correct. From bottom-to-

		top and top-to-bottom, communication will be clear.
Encik Salleh bin Musa	What are the conflict related issues that are occur within the Facility Management Project Team?	- The time to begin the project - Time Frame (Deadline) had to extend due to limited privilege of operation time. E.g.: Working allowed only during office hours - Changes of project specification. Need to fulfil standard and get other opinion such as engineering
	Which of the following conflicts often occur in the Facility Management Organization?	Human Conflict and Process Conflict
	How do these conflicts managed in a FM Project Team?	- To arrange the coordination between parties involved in the project

		- To clear the objective of project - Weekly meeting to get the updates and problems during the project phase
	Is there any method used to handle conflicts effectively within FM Project Team?	Yes. The thing is everybody needs to be clear with his or her objective and can coordinate properly with the project planning. By conducting progress meeting will solve the decision making and give psychological support. It can reduce stress.
	What are the suggestions to handle conflicts within FM Project Team?	- Ensure clarity of the objective - Coordination by every level. E.g.: Client, Project Team and contractor - Leadership of the project leader is key, practice give and take policy. Sometimes people are dealing with

		stress and leader should be positive and be a "servant leader" to get the best support psychologically.
Haeyus bin Hassan	What are the conflict related issues that are occur within the Facility Management Project Team?	- Financial problem(between cost and quality) - Communication problem(between staffs and heads)
	Which of the following conflicts often occur in the Facility Management Organization?	- Human conflict - Organizational conflict - Conflict of interest - Increasing task conflict - Status conflict
	How do these conflicts managed in a FM Project Team?	- Strength, Weakness, Opportunity, Threat (SWOT) Analysis - PDCA - Feedback Management
	Is there any method used to handle conflicts effectively within FM Project Team?	Yes, very effectively

	What are the suggestions to handle conflicts within FM Project Team?	Increase collaboration and have more brainstorming sessions and "think tank"

Table 5.6.2: Interview Responses

Based on the table 5.6.2, which is the response from interview, all the objectives can be concluded. The message is hidden so once we extract and analyze their statements; we can understand that all of our objectives are answered by adding up to the previous instrument used to answer the objective.

The structure of the questions that were asked is by asking the conflict issues that occur in a facility management project team followed by the types of conflicts that often occurs within facility management project team. By doing this, we could identify the type of conflicts that occur in a facility management project team and then how do the selected respondents from the respective facility management project teams manage them.

Based on the interview session and questionnaire distribution, we could provide recommendations on managing functional conflict within FM Project team. The first recommendation is on managing conflict in communication. Staffs and superiors should have more brainstorming sessions to rectify the conflict. Weekly meetings between staffs and superiors should be made compulsory. If conflict arises, it should be spoken out in weekly meetings whether it is about conflict of interest or increasing task rather than communicating through emails. If they are having issues working in noisy environments, they shall voice it out in the meeting and superiors can manage it accordingly. Finally, superiors should communicate with their staffs by using positive body language. If using loud tone can make their staffs demotivated, they can avoid it and assign task in a positive body language.

Furthermore, leadership is key in any organization. Managing conflict requires great leadership skills. Based on the interview, Encik Salleh bin Musa from Brahims SATS Food Services pointed out *"Leadership of the project leader is key, practice give and take policy. Sometimes people are dealing with stress and leader should be positive and be a*

"servant leader" to get the best support psychologically". Based on the response, it is highly recommended that project leaders or superiors in an organization should always encourage two-way communication. They should always listen to both parties before making a decision. Secondly, they should have a positive mind and always look on the positive side of the conflict, as it will be beneficial for both parties to manage the conflict effectively.

Moreover, commitment towards the work is very important to manage functional conflict with FM Project team. Based on the interview, we can relate conflict of commitment to understanding their role in the organization. Once they know their roles, they have to be fully committed to deliver. As Encik Edy Adila bin Apandi pointed out, *"To avoid conflict in FM Project team, a clear organizational chart should be proposed and job description of each personal to be specified in detail. This is to ensure the reporting line must be correct. From bottom-to-top and top-to-bottom, communication will be clear".* A clear organizational chart visually conveys a company's internal structure by detailing the roles, responsibilities, and relationships between individuals within an entity. Once they are clear about their roles, they will be able to evaluate their importance to contribute to contribute to the organization's growth. When they deliver, superiors in return should appreciate their work hence create the feel belongingness within their staffs.

Finally, management conflict can be managed by using many strategies. From the interview session with Encik Haeyus bin Hassan, it can be seen that there are a few existing mechanisms that can be used to manage this conflict. Firstly, Strength, Weakness, Opportunity, Threat (SWOT) Analysis can be done to evaluate management related conflict. For example, if there is a fuss that the existing organization policies are weak, SWOT analysis can be used to evaluate its strength, weakness, opportunity and threats. Secondly, PDCA (plan–do–check–act or plan–do–check–adjust) is a known analysis method used for various aspects and it can be used for managing functional conflicts as well. By using this method, it can be analyzed that facility managers can control their business and helps in continuous improvement of their business. Using PDCA before assigning task can help to rectify functional conflicts earlier and manage it before it gets worse.

5.7 CONCLUSION

As to conclude this chapter, the results of the research obtained through survey questions and semi-structured interviews have been discussed and analyzed in this chapter. All survey question data were collected and analyzed using SPSS while the semi-structured interviews were described through analysis of response that was interviewed from the respondents. The data that were successfully collected helped in processing and analyzing the data to achieve the objectives in this research. Therefore, the answers to the three objectives that is stated in chapter 1 is obtained. The first objective of this research is to identify the conflict that exist among FM Project Team.

Based on the analysis, the types of functional conflicts are Conflict in communication, Leadership conflict, Conflict of commitment and Organizational conflict. The second objective of this research is to analyze the implications of conflicts to staffs in FM Project Team. The implications of the conflicts are as stated above. The final objective of this research is to find the mechanisms to manage functional conflict within FM Project Team. The mechanisms in brief are having weekly meetings, using positive body language while communicating, leaders should always encourage two-way communicating, a clear organizational chart should be proposed and job description of each personnel to be specified in detail and by using SWOT Analysis and PDCA before assigning task. They were discussed in detail in the analysis above.

CHAPTER SIX

CONCLUSION

6.1 INTRODUCTION

This chapter will summarize each data analysis resulting from the acquisition of respondents to answer the three objectives of the research to manage functional conflict within facility management project team. This research is about managing functional conflict within facility management project team.

Probability sampling was used in this research as a sampling technique to identify the samples to represent the population of the research. Probability sampling means that every element in the population has equal probability of being included in the sample. For this research, the population consist of three facility management organizations that are Brahims Sats, Wangsa Ultima and Ambang Wira Sdn Bhd. The total samples that were used is 105 samples based on the population size of these companies.

In this research, the data collection method used is distribution of questionnaire and semi-structured interview. Questionnaire was distributed to respondents of the three stated Facility Management Project teams. On the other hand, semi-structured interview was conducted with top management of the three stated FM Project teams.

This chapter is also the final chapter in this research. All the detailed analysis are stated and summarized to achieve the three objectives. As a conclusion to this research, this chapter briefly describes the findings of the research question, the implications of the research, research limitations and suggestions for scope of further research.

6.2 SUMMARY OF FINDINGS FOR RESEARCH QUESTIONS

This research is intended to find out on managing functional conflict within FM Project team. Findings of the research in chapter 5 will be summarized to relate it with the objectives that are to be achieved. This research with objectives as following:

1. To identify the types of conflict that exist in FM Project team
2. To indicate the implications of conflict on staffs in FM Project Team
3. To find a few mechanism/strategies to manage these conflicts

To achieve all these objectives, the data collection method used is distribution of questionnaire and semi-structured interview.

6.2.1 RESEARCH QUESTION 1

➢ What are the conflicts that exist among FM Project Team?

Objective of this research question is to identify the conflict that exist among FM Project Team. Based on the analysis from the questionnaire distribution and semi-structured interview sessions, a few types of conflicts were found to be existing within FM Project Team. Four constructs were used in the questionnaire as a variable to analyze if they were the conflicts that exist within FM Project Team. Based on the analysis, the four conflicts are Conflict in communication, Leadership conflict, Conflict of commitment and Organizational conflict.

6.2.2 RESEARCH QUESTION 2

> What are the implications of conflicts to staffs in FM Project Team?

The objective of this research question is to analyze the implications of conflicts to staffs in FM Project Team. Based on the analysis done by using Statistical Package for Social Science (SPSS) – mean analysis, second research question was discussed in detail in Chapter 5. In that chapter, all the implications of conflicts to staffs in FM Project Team were pointed out by construct. There were four constructs used to make it simpler to analyze the implications of conflicts to staffs in FM Project Team. The implications of the conflicts are explained based on the types of conflicts as following:

1. Communication Conflict

It was noted that communication barrier is an issue and indirectly contributed to conflicts. Assigning tasks by using email as a medium is not a bad idea but it contributes to conflicts. Secondly, working in noisy environment has always lead to conflicts. Communication may not be effective when working in noisy environment that is a reason for it to cause communication conflict. It was also analyzed that working in noisy environment caused annoyance and staffs felt hesitated to complete the work. Under the same construct as well, there was discussion on the communication between staffs and their superiors. When superiors ascertains their authority by using loud tones, staffs tend to feel uneasy. As superiors managed to rectify it by using positive body language, the conflict could be prevented from arising. It was also pointed out that staffs feel demotivated when their superiors does not communicate with them by using positive body language.

2. Leadership conflict

The implications of leadership conflict with FM Project Teams was quite direct to the point in the Chapter 5. The main three elements that were analyzed were on competence of a leader, confidence of a leader and courage of staffs to confront their superiors or even leaders. Superiors who know their roles and competent enough to lead the FM Project Team are able to manage functional conflicts well. Furthermore, lacking in confidence often leads to conflict as pointed out in Chapter 5. Finally, in the context of courage of staffs to confront their superiors or even leaders, a good leader will always promote healthy conversations with their staffs. When they have a good two-way communication, staffs will definitely have the courage to speak up to their superiors. Superiors also should confront their staffs to resolve the disagreement with courage. If they don't, the after effect always ends up in conflict.

3. Conflict of commitment

The third element in the construct is conflict of commitment. Commitment is very important to avoid or manage functional conflict among FM Project Team. When staffs and superiors show their commitment towards their work, any sort of conflicts can be managed. When they fail to show their commitments towards their work, it will be the spark for conflict of commitment. Staffs should also have the sense of belonging to their organization in order to be fully committed. They should not allow their productivity to be affected by conflicts.

4. Management Conflict

The final element was management conflict that was indirectly analyzed by using management strategy as a tool. The main items that were used in the questionnaire was organizational policies and human resource as leading to building conflicts. Incomplete policy structures can cause major conflicts. Human resource should also play a role with staffs to manage functional conflict with FM Project Teams.

6.2.3 RESEARCH QUESTION 3

> What are the mechanisms to manage/overcome these conflicts?

The objective of this research question is to suggest a few strategies to manage functional conflict within FM Project Team. To achieve the third research question, the findings discussed in chapter 5 are in the form of recommendations or suggestions to manage functional conflict within FM Project Team. The method used in achieving the third objective is through detailed analysis of the responses from the questionnaire and semi-structured interview sessions with three top level FM personnel. The three personnel are head of department, facility management department of Brahims SATS Food Services, Asst. FM Consultant of Wangsa Ultima Sdn Bhd and Mechanical Engineer from FMD of Ambang Wira Sdn Bhd. The strategies to manage functional conflict are as following:

> Brainstorming sessions like weekly meeting can help to rectify the conflicts. Weekly meetings between staffs and superiors should be made compulsory, as it will develop an environment to discuss and solve the conflicts.
> Using positive body language while communicating can definitely be key to avoid conflicts. Positive body language includes smiling, making eye contact, adjusting your attitude as people pick up your attitude instantly. Leaders should always encourage two-way communicating
> Staffs should understand their role in the organization. A clear organizational chart should be proposed and job description of each personnel to be specified in detail. Superiors in return should appreciate staff's work to create the feel belongingness
> Strength, Weakness, Opportunity and Threat (SWOT) Analysis can be done to avoid any potential conflicts. SWOT analysis is a strategic planning technique used to help a person or organization identify strengths, weaknesses, opportunities, and threats related to business competition or project planning.
> Using PDCA (plan-do-check-act) before assigning task. PDCA is a simple four-stage method that enables teams to avoid recurring mistakes and improve processes.

6.3 RESEARCH IMPLICATIONS

Based on the conceptual framework that was built based on the literature review at the initial stage of the research, the results of the analysis shows a lot of promise from various aspects. Based on the empirical evidence that has been discussed in detail in this research, the findings from the data analysis that has been conducted in the research has produced suggestions that can be used as a reference to manage functional conflict with FM Project Team. Not only suggestions but also some of the existing issues were also addressed which can be noted and overcome in the near future. This research can also be used as a guide for FM Project Teams to manage functional conflicts. In addition, this research also provide contributions and implications for the following:

Contributions to theory and model construction - Findings from the results of data analysis in this research can make a significant contribution to the efforts to strengthen the theory and highlight the literature of the research in terms of managing functional conflict within facility management project team.

6.4 RESEARCH LIMITATIONS

This section discusses on the limitations that were present while conducting this research. It was unfortunate that this research had to be conducted during Covid-19 Pandemic. Hence, there were a series of misfortunes occurred. The following is a list of limitations that occurred while conducting this research:

1. Covid-19 Pandemic

This research requires many observations on human behavior as it is mainly about conflicts that occurs with human being. Due to the Restricted Movement Control Order (RMCO), it was tough to conduct more interviews with top-level management to more data for analysis.

2. Questionnaire Distribution

Due to RMCO, questionnaire could not be distributed directly to the target respondents. Hence, questionnaire were distributed by using Google Form. If questionnaires were to be distributed directly, it would have helped to get more data from respondents regarding conflicts they regularly face.

3. Late Responses

It was quite a challenge to get the targeted samples, which were 108 responses due to distribution of questionnaire by using Google Forms. Fortunately, 105 responses were collected which is about 97% of the samples required which is good enough due to pandemic. Researcher had to follow up with the FM Project Team and it was not as easy.

4. Interview

Interviews could only be conducted once RMCO was lifted and it caused a delay of 3 months. It gets worse as it was even difficult to fix an appointment with the required personnel, as they were busy with the pending clearance due to pandemic. It was also difficult to get permission to enter the premise of a FM company, as they were located in high security area that is MAB Complex.

6.5 RECOMMENDATIONS AND SCOPE OF FURTHER RESEARCH

This research involves conflict that occurs with FM Project Team and the mechanisms that can be used to manage the conflicts. As analysis of data were conducted, it was pointed out that there are more functional conflicts that exist within FM Project Teams than the four constructs that were mentioned in this research. As a scope to further this research, these added conflicts could be analyzed.

All the weakness of this research could be used as a guide if there were to similar research to be done. Other than that, this research is narrowed to FM Project Team. Conceptual framework should be expanded with more than four constructs. Future researches should focus more on other project teams since this research focused mainly on FM Project Teams. For example, there are many departments in an organization. Each

department faces different kind of conflicts, mostly related to their field of expertise. These conflicts should be analyzed to get more detailed mechanisms to handle them. This research can be expanded to a wider range of population sizes and samples. As challenging it would be, it would produce more data to be experimented and analyzed.

6.6 SUMMARY

As to conclude, this research has been successfully completed because all the research questions constructed were answered perfectly. This research was started by identifying the types of conflicts that exists within FM Project Team. It was then followed by analyzing the implications of conflicts that exists within FM Project Team. Finally, this process was concluded by suggesting strategies and mechanisms to manage functional conflicts that exists within FM Project Team. The findings of the research are based on the current situation and can be utilized by the facility management organizations in the three selected locations. Functional conflicts were identified and their implications were analyzed in detail. Suggestions to manage the implications of the functional conflict were also discussed in this research and hence it should be beneficial for FM Project Teams to manage functional conflicts. Finally, this research should be used as a guide by FM Project Teams when dealing with conflicts of any form.

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