

DATA COUNTING

Modelling conflict resolution styles ideal for risk control in construction project execution in the Cape Metropolis

Dear Respondent; This is an academic exercise, we want to measure the extent to which the conflict areas in management affect project success. This is a voluntary exercise, you are guaranteed confidentiality, no information will be given to anyone, you are free to withdraw from the survey if you are not comfortable. Please don't put your name or anything to identify you or your organisation. **THANK YOU.**

SECTION A. BIOGRAPHY

Please cross the applicable boxes

1. Indicate your age range in the boxes below by ticking the appropriate box below.

Less than 20 years	21-30 years	31-40 years	41-50 years	51+ years
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NUMBER OF YEARS	NUMBER OF PEOPLE
51+	4
41-50	24
31-40	36
21-30	28
Less than 20	8

2. Below indicates the sector you are in please.

Private	Public
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SECTOR	NUMBER OF PEOPLE
Private	42
Public	58

3. What is your position in the organisation?

Finance manager	Administrator	Supervisor	Technician	Other
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POSITION	NUMBER OF PEOPLE
Finance manager	12
Administrator	16
Supervisor	18
Technician	16
Other	38

4. If other, please specify

OTHERS	NUMBER OF PEOPLE
Bricklayers	11
Plasters	7
Painters	9
Plumbers	2
Carpentry	4
Electricians	5

5. Indicate your years of working experience.

0-5 years	6-10 years	11-15 years	16+ years
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NUMBER OF YEARS	NUMBER OF PEOPLE
16+	6
11-15	16
6-10	22
0-5	56

6. How many people report to you?

Under 5	6-10	11-16	17+
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	NUMBER OF PEOPLE
17+	12
11-16	10
6-10	24
Under 5	54

7. What department in construction do you work in?

Construction	Service industry	Financial industry	Other
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DEPARTMENT	NUMBER OF PEOPLE
Construction	40
Service industry	28
Financial industry	4
Other	28

8. If other, please specify

DEPARTMENT	NUMBE OF PEOPLE
Human resource	2
Health and safety	2
Inventory keeper	2
Council workers	6
Marketing	4
Fabricating	4
Manufacturing	5
Purchasing	3
Tooling	2

9. Other information you would want us to know

OTHER INFORMATION	NUMBER OF PEOPLE
Racism	1
Not involved in changes	10
Payment not equal	89

SECTION B

Using the Likert scale below, please rank your answers by crossing the appropriate / most relevant number / box. 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

	GENERAL UNDERSTANDING OF CONFLICT IN YOUR ORGANISATION?	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	SOURCES OF CONFLICT IN YOUR WORK ENVIRONMENT	1	2	3	4	5
1	It is my duty as an employee to meet the expectations of my manager.	4	4	16	28	48
2	I believe withholding information on purpose causes conflict.	0	10	24	40	26
3	Differences in culture results cause conflict.	8	10	14	36	32
4	Ignorance and avoiding responsibility results in conflict.	4	0	8	48	40
5	Failure to follow the rules and regulations of the company results in conflict.	0	12	12	30	46
	CONFLICT MANAGEMENT STRATEGIES	1	2	3	4	5
6	Accommodating the opposing side is the best way of handling conflict.	14	8	40	22	16
7	Avoiding conflict leads to project success.	18	10	18	30	34
8	Our organisation uses collaboration to deal with conflict.	6	10	44	24	16
9	Compromising is the way to go when solving conflict.	8	12	20	24	36
10	Competition amongst workers is discouraged in our organisation.	6	14	40	28	12
	GENERAL PROBLEMS THAT RISES CONFLICT ESCALATION	1	2	3	4	5
11	Employees use unions to shift the balance of power in their favor.	4	16	38	24	18
12	Uncertainty about their roles in organisation creates confusion within staff.	4	8	18	42	28
13	Uncertainty about commitment to the organisation increase conflict.	4	10	24	44	18
14	Perception about roles strongly influence success of project.	6	8	40	30	16
15	Employees usually expect inflexible conflicts to be persistent.	2	12	40	34	12
16	Loss of trust makes it difficult to return to the helpful link/relationship.	2	6	12	36	44
	MANAGEMENT ROLE IN COFLICT RESOLUTION	1	2	3	4	5

	GENERAL UNDERSTANDING OF CONFLICT IN YOUR ORGANISATION?	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
17	Our management tries to Identify the source of the conflict.	12	8	10	38	32
18	Our management looks beyond the incident to find the cause of the conflict.	8	8	24	38	22
19	Our management gets each party's viewpoint on the conflict.	6	12	16	42	24
20	Our management requests solutions from the conflicting parties.	6	12	14	44	24
21	Our management tries to identify solutions both involved parties can support.	4	12	18	40	26
22	Our management resolves conflict effectively.	2	14	34	22	28
23	Our management works toward agreement between parties involved in conflict.	4	14	20	36	26

SECTION C

1. State conflict management mistakes you have noticed at your workplace [4 items]

Reward methods	40
Race	90
Bullying	35
Lack appreciation	1
Dating staff	21
favouritism	62

2. State what you think is the best way to resolve conflicts at the workplace

Fairness	41
Culture difference not clear to all	37
Listening to the problem	56
Understanding of the cause	18
Good management	22

3. What other information do you want to share on the resolution of conflicts in the workplace

Not responding	38
Employment equity plan	8
Not employing many foreigner workers	25
To report problem	29

What is your gender?

Male	Female
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Male	62
Female	38

THANK YOU FOR YOUR PARTICIPATION.