Role of Organizational Culture, Organizational Communication and Temperament in the Choice of Conflict Management Styles among Plant Turnaround Maintenance Employees in PETRONAS Petro-Chemical Companies in Malaysia: A Conceptual Framework

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Abstract
Purpose: This purpose of this study is to explore the relationships among organizational culture, organizational communication, and conflict management styles, with moderating effects of temperament in plant turnaround maintenance employees in petro-chemical companies of PETRONAS, Malaysia.
Design/methodology/approach: This is a cross-sectional survey study that will utilize both quantitative and qualitative methods so as to have a broad view of the survey design as well as the depth of qualitative such as interviews and discussions. The quantitative data for the study will be collected in the form of self-administered questionnaire comprising the Rahim Organizational Conflict Inventory (ROCI-II) (Rahim, 2001), Hofstede (2001; Yoo et al, 2011) Culture Value Scale (CVSCALE), Lahaye Temperament Analysis (1984), Down and Hazen (1976) Communication Satisfaction Questionnaire (CSQ) as well as demographic information about the respondents. Data will be collected from TAM in-house and contract employees in PETRONAS petrochemical companies in East and West Malaysia.
Findings: There are only a few studies in the social dimension of plant turn-around maintenance process. As the petrochemical industry is an important economic process, learning of cases in some of the major processing plants can help others to emulate the process so that overall efficiency of plant turn-around maintenance can be increased across the industry. Relevance of the findings and implications with respect to contribution of knowledge to academia and insight into the social dimension of plant turnaround maintenance industry cannot be over emphasized.
Originality/value: Studies investigating the influence of organizational culture, organizational communication and temperament on the choice of conflict management styles have demonstrated that individual differences and culture influence how a person perceives and handles conflict. However, these findings have not been linked to the plant turnaround maintenance workers in Malaysia. By filling this gap, the results from this study will provide fertile ground for future research and hypothesis generation in all four fields, as well as broad implication for research and industry.

Keywords: Conflict management styles, conflict behavior, organizational culture, temperament, organizational communication, turnaround, turnaround maintenance, PETRONAS petrochemical companies.

Paper Type: Conceptual paper

Introduction

The petrochemical industry is no doubt a key industry in Malaysia and major contributor to its GDP. At the forefront of this industry in Malaysia is Petroliam Nasional Berhad (PETRONAS), the leading investor in the sector. PETRONAS is a Malaysian owned Oil and Gas Company wholly owned by the government, and vested with the entire oil and gas resources in Malaysia and entrusted with the responsibility of developing and adding value to these resources. PETRONAS is ranked among Fortune Global 500's largest corporations in the world (Malaysian Petrochemical Country Report, 2013).

Turnaround (TA) management is one of the six key asset management elements apart from integrity management, maintenance management, material management, reliability management and decommissioning under the holistic approach of PETRONAS physical asset management (PAM) framework in providing assurance that physical assets are managed effectively (Ahmad, 2012). A lot of pre-planning and manpower goes into turnaround maintenance (TAM) event (Zulkipli, Mohammed and Shamim, 2014, under review). From the review of literature, it is notable that the impact of TA on performance of maintenance is significant either positively or negatively due to the capacity and diversity of the workforce, as pool of skills and specializations are needed for the intense work (Zulkipli, Mohammed and Shamim, 2014, under review). Putting different people together who might not know each other for a specific, intense and dangerous task is recipe for conflict, therefore the knowledge of the predictors of conflict behavior in a temporary environment will aid the managers/supervisors to understand the dynamic workforce.

As manpower is one of the most crucial input to TAM activities (Zulkipli and Mohammed, 2011), contractors are hired for the management and implementation of TAM to reduce time lapse, fill in unavailability of in-house personnel, lack of licenses for some jobs, lack of in-house skill for some jobs, for experience and professionalism, specialization and productivity, and efficiency in cutting cost (Zulkipli and Mohammed, 2011). These hired contractors including sub-contractors and their recruited workers and in-house personnel may not know each other and this diversity of people involved could give rise to competition and conflicts. Conflict among employees has been identified as one of the concerns of TAM event (Zulkipli, Mohammed and Shamim, 2014, under review). This concern is what this study aims to tackle, that is, conflict between contractors and in-house staff. What becomes of their relationship can make or break the TAM project. Therefore, the study will look at the role of organizational culture and organizational communication through the lens of temperament which is very crucial in TAM environment on conflict behavior during conflict situations on plant sites.

Problem statement

Working conditions vary significantly by occupation. A limited amount of research (Zulkipli, Mohammed and Shamim, 2014, under review; Obiajunwa, 2013) has identified the need for study into the social dimension of plant TAM event especially in the Malaysian petrochemical industry (Zulkipli, Mohammed and Shamim, 2014, under review). Organizational culture and work culture are two sides of the same coin and they both talk about the manner in which people relate and identify with their work, the rules that guide their conduct, and how they perceive outsiders to the group or organization (Jindal, Bagade and Sharma, 2013; Antonsen, 2009). Organizational culture and work culture will be used interchangeably in the study. The empirical evidence of conflict management, culture, and temperament so far has been fully concentrated on Western samples (Darsana, 2013; Jezewska et al, 2013; Boucher, 2013), which accounts for approximately 27% of the world's human population (Triandis, 1994; Liu, Chi, Friedman & Tsai, 2009). Given the crucial difference between Westerners and Easterners, especially on cultural orientation such as individualism and collectivism (Hofstede, 1980; Triandis, 1994; Liu et al., 2009), it is important to study predictors of conflict behavior using samples with a wider range of cultural orientations in power distribution, group or individual orientation, task or relationship orientation, dealing with uncertainty, and planning for the future (Hofstede, 2001). In this study, we contend that organizational and work culture as a shared system of norms that guides beliefs, feelings, and behaviors, verbal and non-verbal communication as well as temperament which dictates the way people react to the environment, play key roles in regulating the perception of conflict, conflict management, and conflict management styles in collectivist society such as Malaysia.

Rahim (2001) pointed out three gaps in conflict management research as follows: (1) lack of clear set of rules to suggest when conflict ought to be maintained, ignored, reduced or enhanced; (2) lack of clear set of rules to suggest when the increase or decrease of conflict increases organizational learning and effectiveness; and (3) lack of clear set of rules to suggest how conflict involving different situations can be managed effectively. Researchers have risen to the challenge to close the gaps indicated. Studies have been carried out in academic environment (Mokharpour et al, 2013; Salleh and Safarali, 2013; Boucher, 2013; Declue, 2013; Ghaffar et al, 2012)), oil and gas sector (Hans and Bariki, 2012), and work setting (Akintayo, 2012; Aljasser et al, 2012). This study contributes to the third area. The study intends to determine whether organizational culture, and organizational communication with temperament as a moderator are predictors of conflict management behaviors, regardless of the conflict situation.

Of special interest to this study is the role of communication in organizational conflict management. There has been criticism about insufficient studies on the role of communication in organizational conflict management (Spaho, 2013; Ariani and Chashmi, 2011; Aula and Siira, 2010; Nicotera & Dorsey, 2006) especially outside

Western cultures (Bush & Fulger, 2005). Researchers (Spaho, 2013; Ariani and Chashmi, 2011; Aula and Siira, 2010; Nicotera and Dorsey, 2006) have called for organizational communication research in organizational conflict to be done with the same intensity as done within the field of organizational communication. Hence, the purpose of this study is to answer this call by exploring the role of organizational communication in conflict management styles in TAM. Particularly, the research aims to explore the implications and possibilities that social and personal variables have on conflict management when viewed from an organizational communication perspective.

Understanding the temperament of people one works with play a vital role in how fast and efficiently one can accomplish the functions for which one is responsible (Howard and Howard, 2001; Pederson, 2003). By understanding and appreciating differences in individuals, group members can attain improved work performance. Once supervisors and employees alike comprehend the fact that diversity is also connected with temperament, they can consciously work toward realizing temperament diversity in their groups (Howard and Howard, 2001). Few studies have used interactive tasks to measure temperament despite the fact that many expressive experiences in everyday life occur in social contexts (Barteneva et al, 2008; Evans and Rothbart, 2007; Tsai, 2006; Mesquita and Karasawa, 2002). This is mainly true in many Eastern and other non-western contexts (Chiah and Baharudin, 2012; Tei-Tominaja et al, 2009; Mesquita and Karasawa, 2002). Cultural values and beliefs about emotions may be particularly pertinent during interactions with other people (Tsai, 2006; Tsai and Levenson, 1997) as is the case in the TAM environment. Hence, there is the need to also look at the role temperament plays in moderating the relationship between work culture and conflict management styles on one hand, and organizational communication and conflict management styles on another.

Literature Review

There has been significant increase in studies related to organizational and work (Darsana, 2013; Jindal, Bagade and Sharma, 2013; Al-halabi, 2011), organizational (Spaho, 2013; Aljasser et al, 2012; Ariani and Chashmi, 2011; Aula and Siira, 2010) and conflict management in the literature over the last two decades (Ma & Kao, 2008; Ma, 2007; Choudrie, 2005; Cai & Fink, 2002; Rahim, 1992). These areas are on the increase due to globalization and the need to be equipped with skills to manage conflict in diversified workforce in different work environments. Based on the dual concern model (Rahim, 2001), which advocates five styles for handling conflict situations (integrating, obliging, dominating, avoiding and compromising), the present study will examine the styles of handling conflict in plant TAM in PETRONAS petrochemical companies in Malaysia.

Conflict is part of any event that involves more than one person. Due to the specialized nature of TAM event, work teams are made up of different individuals with contrasting ideas, views, beliefs, knowledge, and skills. Hence, it is common to have divergent views and potential areas for dissension. Every individual deals with conflict differently. People question the importance of conflict to themselves and their relationship with the other conflicting party during conflicts. A person's temperament influences how they handle conflict by predicting their level of concern for themselves (assertiveness) and concern for the other party (cooperativeness). Researchers (Rahim, 2001; Ma, 2007) have suggested that an individual's conflict style is a behavioral orientation of how to approach and handle conflict.

To date relatively little has been done to advance the understanding of the process through which temperament influences conflict management. Thus, the purpose of this study is to extend an understanding of the influence of individual differences on conflict management. Theoretically, temperament can have direct or indirect consequence on conflict behavior. Specifically, temperament is believed to influence cognition and perceptions of organizational culture, and thus have the capability to determine the degree to which one experiences conflict. In addition, temperament is also theorized to impact behavioral choices, and these behaviors in turn increase or decrease the levels of conflict behavior.

An important facet of every organization and team is communication particularly when dealing with individuals with different temperaments, communication may need to be expressed in different channels. Communication is one of the origins of conflict in organizations. Communication and conflict are in a mutualistic relationship, in that communication can determine whether a conflict is functional or dysfunctional. The manner communication is utilized in conflict has been found to have bearing on an individual's cultural attribute 9Lee and Rogan, 1991). This is because each culture determines what constitutes conflict and the way to deal with it. Since no culture can be transmitted without communication, we propose that organizational communication not only affect conflict behavior but also influences the relationship among temperament, organizational culture and conflict management styles. The examination of these potential variables links on individual differences in conflict management has not received adequate attention in the academia. Thus, this study attempts to fill this

gap by testing the potential moderating effects of temperament on the relationship between organizational culture and organizational communication on conflict management styles.

Review of literature indicated that Malaysians are characterized by underlying values of collectivist orientation, cooperation, group action, respect for seniors, conserving face, respect for authority and values of concordance (Che Rose, Suppiah, Uli and Thomas, 2001). Conflict is viewed as harmful to team spirit and order because Malaysians traditionally live in cooperative collectivist lifestyle. For instance, managers were found to cooperative and relational-based modes to handle conflict (Abdullah, 2001) but avoid confrontational styles. This finding is supported by Gill's (2001) claim that Malaysians have the inclination to apply the 'give and take approach' in managing conflicts as it is regarded as a 'win-win' method. Furthermore, Kabanoff (2006) reported that people who are compliant during conflict are weighed by their constructive assessment of relationship by upholding the significance of protecting affiliation for future communications. Che Rose et al (2001) added that individuals trusted that their eagerness to compromise some of their own needs for the other person's needs was considered as being not only adjuvant but as being brave too.

Similar studies (Said, 1996; Taman et al., 1997; Ahmad, 1995; Rahman, 1997; Ishak, 1997; Suppiah, 2006) have stated that the bulk of managers in the Malaysian public and private sectors had preference for cooperative styles in managing interpersonal conflicts with their superiors, peers and subordinates and the least preferred were confrontational and avoiding. These findings also find grounds in Cai and Fink [23] assertion that people from collectivists culture favored cooperative styles of managing conflict. These findings are consistent with Abdullah's (2001) and Tafarodi & Smith (2001) averment that Malaysians despised assertive behavior and preferred more relationship-based approaches and choose understanding and cooperation than dissension.

In contrast, Lukman, Othman, Hassan and Sulaiman (2009) found in a study on conflict management styles between Malaysian employers and their domestic helps that, the employers' preferred assertive modes with their maids. It is noteworthy that this is a master-servant-relationship and not a formal work environment. Conversely, Harif, Hoe, and Noor (2011) also found that depending on who they are dealing with, Malaysian university employees (support staff) used non-confrontational styles to manage conflicts in their departments. When in conflict with colleagues in the same department, they used assertive means but when in conflict with colleagues from other departments, they employed non-confrontational styles. However, when they have conflict with students, the staff employed both assertive and cooperative styles depending on the situation. Similar finding were made by Yusof (2011) that when Malaysian employees are in conflict with colleagues from other departments, they utilize relationship-based styles to manage the issue at hand. These findings contradict previous assertion that because Malaysians have collectivist orientation, they favor non-confrontational modes such as avoiding when dealing with conflict. This is in contrast to the above finding that found Malaysians to use more of communicative-relationship based means to address their difference at work.

Conceptual framework
The model for this study is composed of four key constructs: organizational culture, organizational communication, temperament, and conflict management styles. Literature indicates relationship between organizational culture and temperament on one hand, and organizational culture and conflict management styles on another. Literature review has also shown organizational communication as an important predictor of this relationship and plays a significant role in conflict management behaviors. Therefore, it is hypothesized that temperament will moderate the relationship between organizational culture, organizational communication, and conflict management styles. Detailed conceptualization of the constructs is subsequently discussed.
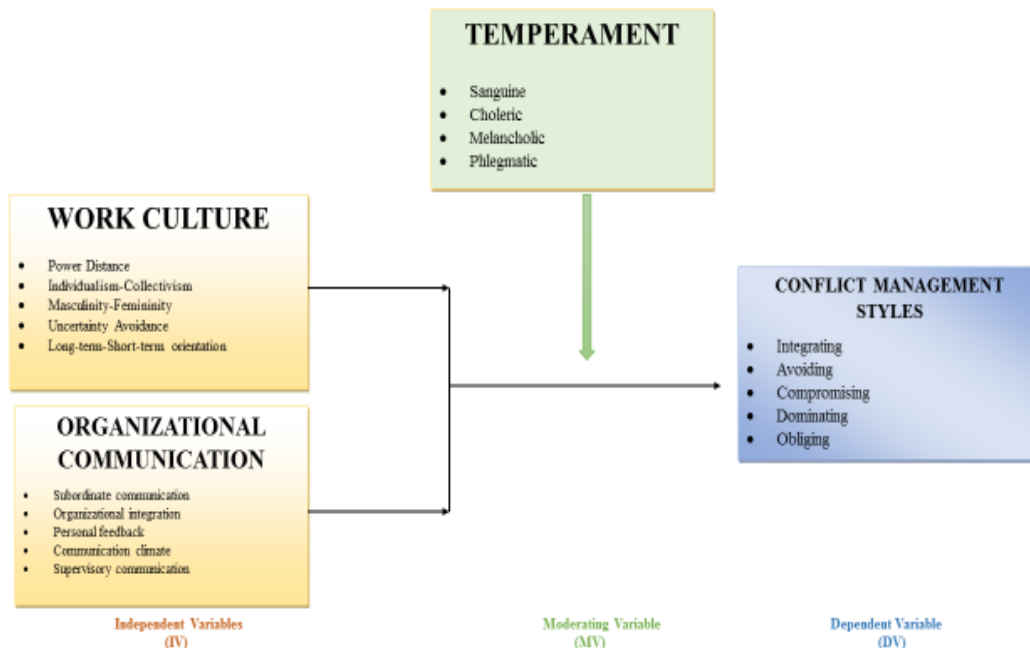
Figure 1: Conceptual framework

Conflict Management Styles

The conceptual framework of this study is based in the dual concern model, which finds its genesis in Blake and Mouton's managerial grid based on the premise that conflict is handled in diverse ways depending on whether a conflicting party has high or low concern for self and high or low concern for others (Rahim, 2001). Combining the two dimensions yields the five ways of handling conflict: avoiding (low concern for both self and others), obliging (high concern for others and low concern for self), dominating (low concern for others and high concern for self), integrating (high concern for both self and others), and compromising (moderate concern for both self and others). Although the dual concern model has been used extensively in studies to signify individual preferences in conflict management styles, the extent to which an individual uses a particular conflict management styles to resolve different conflicts in similar ways has limitations. Rahim (2001) opines that the choice to employ one particular style or a different one is based on related characteristics of the issue at hand.

Literature on conflict management styles shows that integrating style is very positively associated with individual and organizational outcome (Rahim, 2001; Moktarpour et al, 2013; Aljasser, 2012). In a study of 48 executives from multinational, government and private companies in Saudi Arabia, Aljasser et al (2012) found that the type of organization has significant impact on the frequency, causes and conflict management styles. It was found that communication gap is the key root of conflicts in multinational and private organizations. It was also inferred that a style of managing conflict is contingent on the conflict situation and communication.

Organizational Culture

The concept of culture does not have a universally accepted definition. For the purpose of this study, organizational culture is defined as a system of collective import held by organizational members that distinguishes the organization from others. This definition highlights values as an important component of culture, the dynamic nature of culture influencing behavior and behaviors forming culture, and its distinctiveness for different groups. Put in the context of conflict, culture influences conflict management behaviors, which reciprocally influence culture through interaction.

While Hancouk (2000) studied cultural dimensions of architects, civil engineer and building surveyors, Rowlinson and Root (1996) studied architects and surveyors at private and public sector in Hong Kong. Pheng and Yuquan (2002), on the other hand studied construction managers and employees on two continuing projects in Singapore and China, in order to derive results related with work values. Tukianinen et al (2003) studied cultural and institutional variances about the management of international construction projects in Middle East

and Europe. The results from these studies indicated that work culture is unique to each occupation and organization. Hence, the need to study the work culture of plant TA. Hofstede (2001) five dimensions of cultural values (power distance, individualism/collectivism, masculinity/femininity, uncertainty avoidance, and long-term/short-term orientation) at the individual level will be adapted to measure the individual work values and work culture of TA supervisors and subordinate in the study.

Power distance defines the relationship between the managers/supervisors and employees and freedom of employees in asking for their rights within the workplace. In high power distance organizations, employees are expected to be modest, polite and respectful (Hofstede, 2001; Yoo, Donthu and Lenartowicz, 2011). The same can be seen in superior-subordinate communication where subordinates are less likely to challenge the superior or admit they do not understand something. The opposite is true for organizations with low power distance. It is predicted that individuals with high power distance will be extroverted and are likely to use confrontational means of handling conflicts.

Individualism/Collectivism in an organizational or work setting basically depicts an individual's desire to work in a group or alone. Individualistic and collectivistic tendencies are not mutually exclusive, thus, this is not an all-or-none orientation but rather one of emphasis (Hofstede, 2001; Yoo, et al, 2011). Individuals could have both tendencies as in practice they help individuals and teams to achieve set goals. However, most people have dominant orientation, either individually oriented or group oriented most of the time. Sometimes these tendencies may come into conflict. The culture of an organization influences the type of conflict that occurs and the ways in which the conflict may be handled. In some work environments, the expression of conflict with superiors would not be tolerated while others may welcome such a behavior. People with individualistic tendencies deal with workplace conflict by seeking to tolerate demands of different sides (integrating) on the contrary those with collectivists' tendencies are more likely to call on third parties to intervene or avoid the conflict. In terms of organizational communication, those with collectivistic tendencies place emphasis on personal relationships and oral agreements, whereas, those with individualistic tendencies place less emphasis on personal relationships and more on verbalized and explicit explanations at work.

Masculinity/Femininity in an organization is described by work or task orientation or relationship orientation. Individuals with masculinity tendencies place emphasis on group working, this means social relationship and requires cooperation between employees and adaptability to group decisions are important. Anxiety level may also increase as employees are responsible for things that are done both by themselves and by group members. People with masculinity tendencies also place emphasis on success and assertiveness, as such they are more likely to confront directly and competitively fight out any differences and more likely to emphasize win-lose (dominating) conflict management styles. Individuals with femininity tendencies like to socialize and form close interpersonal relationships. Thus, they are likely to emphasis compromising and integrating style in managing conflicts in an effort to seek win-win solutions.

Uncertainty Avoidance is depicted in the risk people take in their work. As work gets intense so does anxiety, tension and stress levels of employees, this could lead them to avoid risk and behave in a more conventional way.

Long Term Orientation/Short Term Orientation places emphasis on time orientation by distinguishing between displaced and diffused time orientation. Persons with displaced time orientation are exactly on time for work and appointments, whereas those with diffused time orientation are habitually late. On the other hand one's position in the organization also influences conflict. For instance temporary workers like TAM contractors and contract workers are likely to avoid or oblige during conflict with supervisors and managers for fear of losing their contracts or lose not being hired for the next TAM event. But these contract workers may be assertive or dominating during conflict with their colleagues and subordinates. Conflicts with supervisors are likely to be work related and those with coworkers may be related to personal issues. For this reason, TAM employees and contractors who wish to win contracts again may be careful in the way they behave on their current job.

Temperament
Temperament is the combination of traits we inherit from birth; our temperament decides whether we are outgoing (extrovert) or withdrawn (introvert). However, temperament is not the only influence in our behavior, such factors as upbringing, education, and environment also play big roles, though temperament is the biggest influence on our behavior because "it escorts us through life" (LaHaye, 1984, p. 12). Temperament sets guidelines for our behavior that influences us as long as we live. Knowing our temperament helps us to be aware of our strengths and weaknesses, and harness our strengths to maximize our potential. One of the key aspects this study proposes is the extent to which TAM workers innate temperaments may explain their conflict behavior. Precisely, the study contends that poor understanding of individual temperament central in TAM workers will deter organizational efforts to accomplish a cohesive work environment and to promote

appreciation of it in the workplace and beyond. The study further asserts that improving peoples understanding of temperament and how they manifest in attitudes and behaviors will aid TAM supervisors, and employees to relate more effectively, personally as well as professionally.

Jung (Porter, Wrench and Hoslanson, 2007) is credited with the development of contemporary theory of temperament in which he proposed a typology of human behavioral types where individual generally either focus their energy on the outer world (extroverted) or focus their energy on their inner world (introverted). Extroverts tend to talk things out and their energy increases with interaction. They do things before they think; they are out-going and sociable (LaHaye, 1984). Introverts on the other hand think things through before they act or react; they are reserved and less sociable (LaHaye, 1984). It is from these two concepts that all other temperament types are derived from. No temperament type is inferior to another but there are difficult ones. Jung's theory was elucidated as a variation in human behavior not owing to chance but to logical results of basic, observable differences in mental functioning. Specifically, the way individuals perceive and make decisions (Porter et al, 2007). It is the awareness of these preferences allowing individuals to pursue understanding in why their actions vary from each other (LaHaye, 1984). Exploring temperament as a predictor of specific conflict behaviors provides the basis in selecting this variable in the study.

Knowing temperament can be advantageous to organizations by permitting them to understand individual behavior and use the knowledge of traits to increase job performance and satisfaction (Pederson, 2003).TAM managers/supervisors can use temperament to place employees in positions that best matches their abilities. Employee job satisfaction and performance will increase when they are placed in positions that highlight their strengths and abilities. Temperament traits help when handling conflict situations. Certain temperament types prefer to avoid or be cooperative during conflicts while others are confrontational or assertive. Knowing how an individual typically handle conflict allows managers to get to the origin of the conflict more effectively. It is important to realize that different individuals are going to view the same situation in a completely different ways and the TAM employees or environment will be no exception. This study will use the four temperament types; extroverts consist of sanguine and choleric, and introverts are melancholic and phlegmatic.

Organizational Communication

Traditional view of communication postulates that effective communication supports organizational culture and individual employees by reinforcing desired patterns of behavior, shared values and ideas (Spaho, 2013). This study utilizes the system theory as basis for explaining interaction at the work place. The system theory is based on entirety, hierarchy, directness and response in interaction by providing a dynamic view of organization in action. System theory emphasizes the organizing role of communication in all human processes spanning from communication among members, linkages and interactions among subgroups and dependency and information flow (Spaho, 2013). However, there is no communication without conflict, as conflict in organizational communication is inevitable just as conflict in any human setting.

All management levels are accountable for good organizational communication and conflict management (Spaho, 2013). Communication is considered a means of resolving conflicts. Organizational communication is communication among several individuals and groups (Spaho, 2013). Understanding the characteristics of individual's orientation towards work, and interaction has many inferences for predicting behavior in a work environment (Mokhtarpour et al, 2013). Identifying and knowing what to expect from supervisors will allow subordinates to betters tailor their communication behaviors to suite the situation, and verse versa. The communicative relationship between the supervisor and subordinates can significantly affect the satisfaction of both parties (Mokhtarpour et al, 2013; Porter et al, 2007) especially in TAM which is time and budget oriented.

A novel study of how an individual's temperament affects the organizational communication process has been introduced in communication research (Porter et al, 2007). Thus far, study in this area has shown the significance of investigating subordinates temperaments and its role in the organizational communication processes. However, studying how supervisors and subordinates temperament affect the organizational communication process has not been carried out in conflict management research. Therefore, the goal of the current study is to further the work on the moderating role of temperament in the relationship between organizational communication, organizational culture and conflict management styles.

Methodology

The research design of the study is cross-sectional because data will be collected at one time only. The time and cost to collect data from a population supports the beneficial use of the survey design. Using a survey research design for the study will provide data collection within an academic semester with reasonable cost.

Qualitative and quantitative data collection methods are two components of research that appear to have arrived at a compromise where the quantitative methods are usually seen as providing more shallow account of culture whereas studies of culture entails in-depth, qualitative procedures. The study will utilize both methods so as to

have a broad view of the survey design as well as the depth of qualitative such as interviews and discussions. The quantitative data for the study will be collected in the form of self-administered questionnaire comprising the Rahim Organizational Conflict Inventory (ROCI-II) (Rahim, 2001), Hofstede (2001; Yoo et al, 2011) Culture Value Scale (CVSCALE), Lahaye Temperament Analysis (1984), Down and Hazen (1976) Communication Satisfaction Questionnaire (CSQ) as well as demographic information about the respondents.

Conclusion

Many studies have been carried out on the effects of conflicts on organizational performance while few done on its predictors. This paper employs a meso-level model relating macro and micro concepts to form a coordinated model to investigate the anticipatory factors of conflict behavior. We will examine this relationship by using organizational culture and organizational communication as organizational concepts (macro-level) and temperament as individual concept (micro-level). This view is supported by the interactional psychology view which posits that both individual and societal factors combine to influence conflict behavior. Given that conflict can be functional or dysfunctional depending on the way it is handled, it is important to identify the predictors of conflict behavior. This study will extend the conflict management research by examining how organizational culture, organizational communication and temperament interact to influence conflict behavior. Data will be collected from TAM in-house and contract employees in PETRONAS petrochemical companies in East and West Malaysia.

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