

8.1 Questionnaire

1. What is the name of the organization for which you are currently working?
 - a) SAP
 - b) DHL
2. To which age category do you belong?
 - a) 18 – 26
 - b) 27 – 54
 - c) >54
3. What is your gender?
 - a) Male
 - b) Female
 - c) Other
4. What is your level of education?
 - a) High School
 - b) Undergraduate (Bachelor's degree)
 - c) Master (Master's degree)
 - d) Ph.D.
 - e) No education
5. What is your working position?
 - a) Lower (Junior/Intern)
 - b) Higher (Senior/Team leader/Supervisor/Head of department)
6. What is your working experience?
 - a) Less than three years
 - b) 3-8 years
 - c) >8 years
7. For how many years have you been working for your current organization?
 - a) For less than a year

- b) 1-3 years
 - c) >3 years
8. What is your monthly net income?
- a) 15,000 CZK – 25,000 CZK
 - b) 25,500 CZK – 40,000 CZK
 - c) >40,000 CZK
9. Have you ever been engaged into a conflict within your organization?
- a) Yes
 - b) No
10. What was the organizational level on which you were engaged into a conflict more often?
- a) Lower level
 - b) Mid-level
 - c) Higher level
11. Were you the one who initiated the conflict?
- a) Yes
 - b) No
12. How often per year do you get in conflict in your workplace?
- a) One or less than once
 - b) 2 – 4 times
 - c) More than 4 times
13. What was the most frequent cause of having a conflict in the workplace?
- a) Poor communication
 - b) Lack of dedication from a co-worker
 - c) Cultural difference/Different approach to work
 - d) Competition
 - e) Other (please, specify)
14. Do you personally feel any disgust after resolving the conflict towards the person with whom you had a conflict before?

a) Yes

b) No

15. Have you ever been personally insulted or somehow discriminated because of your gender?

a) Yes

b) No

8.2 Structured interview, with sample of response

1. Please, tell me the name of the company for which you are currently working.
 - I am working for SAP.
2. What is your job position?
 - Senior receivables manager and I am also a team leader.
3. For how many years have you been working with the company?
 - For over 5 years already.
4. What is your main responsibility as a team leader?
 - My main team lies in helping new-comers, explaining the essence of work, providing instructions. Also, I try to keep a good team spirit.
5. How often do you resolve conflicts involving your team and other people from the same department?
 - To honest with you, I rarely face any conflicts because I think that it all comes from the atmosphere in the team, I always try to be friendly and respecting and I promote the same attitude to be used by others. So, I would say that I do not actually often resolve conflicts, I did so just a couple of time when employees just started working with us.
6. According to your personal experience, do those conflicts occur frequently?
 - In my team they do not, but I know that in some other departments when people are more exposed to manual work, they do occur more often.
7. Can you describe a personality of a person more likely to get in conflict, according to your experience?
 - Well, in my experience, there is no particular personality, but just people recently starting to work together and the primary cause of all misunderstandings and problems is a simple unfamiliarity with preferences and tolerance of other people working in the same team. Over time, people get along with each other and it becomes quite convenient.
8. Do you believe that people are able to cooperate normally after conflicts?
 - Well, I think that they should, but whether they are able to or not is too complicated to answer. I think that some people will have particular degree of prejudice, but I do not think that it will somehow ruin the working process.
9. Does your organization offer any guidelines on how to resolve the conflicts or assistance in directly solving them?

- They do not offer it to team leaders, but I think that when it comes to supervisors and managers, they have a very meticulous selection process and they simply make sure that they person that they are hiring is skilled and experience enough including also the process of conflict management.

10. Does your organization practice firing people because of conflicts?

- It depends on the extent of a conflict and when it comes to small working conflicts, they do not, but when it comes to conflicts with serious consequences such as insults, threats, etc., they definitely do. However, I just saw such situations two or three times in 5 years, so it does not happen frequently.