

**THE RELATIONSHIP BETWEEN CONFLICT AT WORKPLACE
AND EMPLOYEES' JOB OUTCOME**



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Contents

1. Acknowledgements	ii
2. Enhanced Research Title and Objectives.....	iii
3. Report.....	
3.1 Proposed Executive Summary	1
3.2 Enhanced Executive Summary	2
3.3 Introduction	3
3.4 Brief Literature Review.....	4
3.5 Methodology	7
3.6 Results and Discussion.....	9
3.7 Conclusion and Recommendation	25
3.8 References/Bibliography	28
4. Appendix.....	32

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Enhanced Executive Summary

Conflicts can be rather challenging risk area to mitigate because the inherently personal nature of conflicts of interest can make them difficult to detect and control. Therefore, the importance of properly managing conflict is significant to most organization because it will affect employees' job outcome.

Many studies have been done and discussed on the conflict in the organization around the world but less study was conducted to examine conflicts at the workplace that suit with Malaysia context. Thus, this study examined the relationship between conflict at workplace and employees' job outcome among Malaysian. The dimensions of conflict focused in this research study are interpersonal conflict intrapersonal conflict and intergroup conflict and in order to determine the level of employees' job outcome, the researchers focused on motivation, performance and commitment as the variables.

This research study also discovered the moderating effect of job position on the relationship between conflict at workplace and employees' job outcome. The result in this research study indicates majority of the employees' faced intergroup conflict at their workplace and followed by interpersonal conflict.

Introduction

This study focus on conflict at organization and employee's job outcome in the office environment. A research study on conflict is not a recent issue. There are lots of previous research have been done and being discussed on the topic. Report on conflicts at the workplace that have been published by CPP Inc. (2008), that measure the conflicts among employees around Europe and the Americas: Belgium, Brazil, Denmark, France, Germany, Ireland, the Netherlands, the United Kingdom and the United States. However, in Malaysia, it is difficult to know about conflicts that occur at the workplace.

According to Messmer and Kahn (2006), conflicts arise for several reasons. Frustration towards a problem may be interpreted by someone else as anger or scorn. Their response may be to avoid working with the person, increasing the level of ongoing conflict. Other than that, it may come from the competition for limited resources. In a more recent survey (CPP Inc., 2008) found that, in the United States, the average employee spends 2.8 hours per week dealing with conflict. Similar rates are found in other countries - 0.9 hours per week in the Netherlands, 1.9 in Brazil, and 3.3 in Germany and Ireland. Overall, 1 in 10 employees spends at least 6 hours per week on conflict.

Conflict in organization is significant to the loss of productivity, poor cooperation and, in the extreme situation; the organization might lose of good employees which finally leads to the loss of good customers (Thompson, 2008). Besides, Guttman (2009) explained that conflicts can destroy morale, polarize co-worker and divert precious power from meeting organizational goals. In addition, conflict with coworker can resulting uncomfortable environment when we have to continue collaborating with the existing team to serve customers who pay the organization (Weinstein, 2007). According to Dawson (2007), people in organization maybe afraid to face it and if they handle it poorly, it can make the problem fester and grew.