THE RELATIONSHIP BETWEEN CONFLICT MANAGEMENT STYLE AND JOB SATISFACTION AMONG SUPPORT STAFF AT MAJLIS PERBANDARAN PADAWAN, KUCHING, SARAWAK.

Prepared for:

DR. HAJAH NORLINA MOHAMED NOOR (SUPERVISOR)

MR. NELSON MARTIN NOEL (CO-SUPERVISOR)

Prepared by:

TIFFANY CHERYL ANAK THOMAS DAET   **2017442436**

BACHELOR IN OFFICE SYSTEMS MANAGEMENT (HONS.)

UNIVERSITI TEKNOLOGI MARA (UiTM)

FACULTY OF BUSINESS AND MANAGEMENT

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FACULTY BUSINESS AND MANAGEMENT

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ABSTRACT

Conflict might affect employee job performance where they might not perform well when doing their task. This was due to individual characteristic or behavior of the employees that sometimes were misunderstood. Poor job satisfaction however could lead to hostility, infighting, divisiveness and disintegration. The purpose of the study was to investigate the relationship between conflicts management style and job satisfaction among support staff at Majlis Perbandaran Padawan, Kuching, Sarawak. The instrument used for this study was questionnaires and convenience sampling technique to collect data. The respondents were the support staff at Majlis Perbandaran Padawan, Kuching, Sarawak and the sample size was 90 with a return rate of 100%.

The framework used in this study was the five conflict management styles based on Thomas Kilmann Model (1976). These five items were included in the independent variables which were competing, accommodating, compromising, avoiding and collaborating. Based from the findings, the result showed that competing and collaborating had a positive, significant and strong relationship with job satisfaction among support staff at Majlis Perbandaran Padawan. Meanwhile, for accommodating and compromising there was a positive, significant and moderate relationship with job satisfaction. However, for avoiding there was a positive, significant and low relationship toward job satisfaction. Finally, future researcher was suggested to do more research about the conflict management style with job satisfaction since there were limited researches been done in Sarawak. This was because the researcher had constraints in terms of the policy of the organization which led to difficulty to apply it to another council office.

TABLE OF CONTENTS

CHAPTER 1

Introduction

This chapter introduces the study to investigate the relationship between conflict management styles and job satisfaction among support staff at Majlis Perbandaran Padawan, Kuching, Sarawak. Besides that, this chapter also elaborates on the background of the study, statement of problem, research objective, research questions, significance of the study, limitations of the study and definition of terms.

Background of the Study

Job satisfactions were the most common factor for all organizations in public sectors. Job satisfactions also known as a person estimation of his or her job and work situation in the organizations. In future, the researcher can describe which one feels positively or negatively about the intrinsic and extrinsic aspects of the task (Gangai & Agrawal, 2014). Conflict may affect their job performance where they might not perform well when doing their task (Singh & Tiwari, 2017). This is due to individual characteristic or behavior of the employees that sometimes were misunderstood. Poor job satisfaction however can lead to hostility, infighting, divisiveness and disintegration. These were all negative attributes that hamper institutional progress (Dzisi & Smile, 2014).

However, conflict was something that could happen anytime in the workplace and unavoidable. Awan and Anjum (2015) argued that a negative work environment that has not encouraged conflict resolution could result in poor employee behavior and job