

THE RELATIONSHIP BETWEEN CONFLICT MANAGEMENT
STYLES AND JOB PERFORMANCE AMONG EMPLOYEES IN
JABATAN KASTAM DIRAJA MALAYSIA (JKDM) KUCHING,
SARAWAK

Prepared for:
DR. HJH NORLINA MOHAMED NOOR
(Supervisor)
MDM. AFFIDAH BINTI MORNI
(Co-Supervisor)

Prepared by:
FRANKOLLY ANYIE UVANG
DEGREE IN OFFICE SYSTEMS MANAGEMENT (HONS.)

UNIVERSITI TEKNOLOGI MARA (UiTM)
FACULTY OF BUSINESS AND MANAGEMENT

DECEMBER 2017

ABSTRACT

Conflict occurs among human wherever and when they are. It is important for an individual to know how to handle conflict effectively. This study aimed to investigate the relationship between conflict management styles and job performance at Jabatan Kastam Diraja Malaysia (JKDM) Kuching, Sarawak. The instrument use for this study is questionnaires and convenience sampling technique to collect data. The study was conducted on a sample of 110 respondents at public organization which is Jabatan Kastam Diraja Malaysia (JKDM) Kuching, Sarawak. Pearson Product-Moment Coefficient was used. The result from the test show that competing has a positive, significant, and moderate relationship between conflict management and job performance at JKDM. There was a positive relationship, low and not significant relationship between accommodating and job performance. While, for avoiding, the results of Pearson Product Correlation shows that avoiding has a positive, not significant level of correlation and low relationship towards job performance. Lastly, compromising has a positive, low and significant correlation toward job performances. Hence, it is recommended for JKDM using compromising styles as a second preference in managing conflict. Managers may compromise their staff to prevent the conflict become worse. Finally, future researcher is suggested to do more research regarding this topic because there are limited researches that have been done at Malaysia. To improve the findings, future researcher is encouraged to expand the sample size for this study.

TABLE OF CONTENTS

	Page
ABSTRACT.....	ii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES	viii
LIST OF FIGURES	ix
LIST OF APPENDICES.....	x
CHAPTER 1	1
INTRODUCTION	1
Background of the Study	1
Statement of the Problem.....	5
Research Objectives.....	6
Research Questions.....	6
Significance of the Study	6
Limitations of the Study.....	7
Definition of Terms.....	7
CHAPTER 2	9
LITERATURE REVIEW	9
Introduction.....	9
Dependent Variable	9
Job Performance.....	9
Independent Variables	10

CHAPTER 1

INTRODUCTION

This chapter introduces the study of the relationship between conflict management styles and job performance. The first part of this chapter elaborates on the background of the study, statement of problem, research objectives, research questions, significance of the study, limitations of the study and definition of terms.

Background of the Study

Job performance is used to measure the employee's skill in order to achieve the goals in the organization Rich, Lepine and Crawford, (2010). Job performance is usually measured by the upper level management who have the power and authority to evaluate the employees' performance. A good leader is needed to assist employees' performance and to create a good performance towards the organizations. Conflict may affect their job performance where they might not perform well when doing their job (Singh & Tiwari, 2017). This is due to individual characteristics or behaviour of the employees that sometimes have been misunderstood. Poor management of conflicts, however, can lead to hostility, infighting, divisiveness and disintegration. These are all negative attributes that hamper institutional progress (Dzisi & Smile 2014).

However, conflict is something that can happen anytime in an organization and is unavoidable. Awan and Anjum (2015) argue that a negative work environment that does not encourage conflict resolution can result in poor employee behavior and job performance.

Thus, conflicts are bound to happen if an individual is working in a stressful environment. It is a natural process that occurs within an organization and community. Conflicts should be managed effectively in order to have a satisfied job outcome. If conflict occurs within the organization, it could lead to dysfunctional communication and poor behavior among staff. One knowledge and skill that need to be owned by leaders, managers, and administrators is conflict management (Rum, Troena, Hadiwidjoyo, & Surachman, 2013). As organizations strive to achieve their goals, they are often met with challenges they must overcome as a team. Challenges leave room for conflicts between members, other organizations, communities and other parties involved in the organization's mission. While "conflict" often has a negative connotation, the effects of conflict within an organization can be positive and negative. For example, mental health concerns, decrease in productivity, member leave the organization, inspire creativity and share and respect other opinions. As a whole, understanding how to handle conflict and their possible outcomes allow the organization to change the way they interact with others to improve job performance.

According to Kilmann (1976) there are FIVE conflict management styles that can be used in any conflict situation which are accommodating, collaborating, avoiding, competing and compromising. For this research, only four conflict management styles will be applied which are accommodating, compromising, avoiding and competing.

Competing is assertive and uncooperative, a power-oriented mode. When competing, an individual pursues his or her own concerns at the other person's expense, using whatever power seems appropriate to win his or her position. Competing might mean standing up for your rights, defending a position you believe is correct, or simply trying to win (Kilmann, 1976). People with competing style tend to ignore needs, expectations of others and focus on winning their case no matter what. For example, a