

THE RELATIONSHIP ON CONFLICT HANDLING STYLE AND  
JOB PERFORMANCE AMONG EMPLOYEES: A CASE STUDY  
AT JABATAN PENDIDIKAN NEGERI SARAWAK, KUCHING  
DIVISION

Prepared for:  
MISS GLADYS SEBI ENTIGAR

Prepared by:  
NURUL ASYIRIKKIN BINTI SALLEH  
BACHELOR IN OFFICE SYSTEM MANAGEMENT (HONS)

UNIVERSITI TEKNOLOGI MARA (UiTM)  
FACULTY OF BUSINESS MANAGEMENT

January 2017



**BACHELOR IN OFFICE SYSTEMS MANAGEMENT (Hons.)  
FACULTY OF BUSINESS MANAGEMENT**

**“DECLARATION OF ORIGINAL WORK”**

I, Nurul Asyirikkin binti Salleh, (940818135404)

Hereby, declare that:

- This work has not previously been accepted in substance for any degree, locally or overseas, and is not being concurrently submitted for this degree or any other degrees.
- This project-paper is the result of my independent work and investigation, except where otherwise stated.
- All verbatim extracts have been distinguished by quotation marks and sources of my information have been specifically acknowledged.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Abstract

This study focusing on staff in Jabatan Pendidikan Negeri Sarawak, identifying which element of conflict handling styles has the highest level of contribution towards job performance and determining the relationship between conflict handling styles and job performance among employee. Quantitative research method using in this study which consists of 108 respondents do the questionnaire. In the end, 103 or 95.37% respondents returned the completed questionnaires. 5 or 4.6% questionnaires were unusable and rejected due to incomplete answers in the questionnaires. Thus, other reasons are employee went travel, maternity leaves and study leaves. The finding result shown that the highest element of Conflict Handling Style was Collaborating that have highest impact toward employee's job performance. Moreover, the finding shown that the strong relationship of conflict handling styles towards job performance was Collaborating styles. It has positive and large relationship element of Conflict Handling Styles towards employee's job performance. Most respondent were aware with importance of Collaborating style towards employee's job performance. It can be seen, the respondent know clearly how to manage the conflict in order to increase their job performance as well as agreed with their own way how to use the Collaborating style towards job performance. The recommendation of this study is organization needs to provide a seminar or talk that related on how to manage and solve the conflict in the organization. Moreover, employee should know how to handle conflict among themselves so that can improve the performance in the organization.

## TABLE OF CONTENTS

|                                | Page |
|--------------------------------|------|
| AUTHOR’S DECLARATION.....      | ii   |
| ABSTRACT.....                  | iii  |
| ACKNOWLEDGEMENT.....           | iv   |
| TABLE OF CONTENTS.....         | v    |
| LIST OF TABLES.....            | vii  |
| LIST OF FIGURES.....           | viii |
| APPENDICES.....                | xi   |
| CHAPTER 1                      |      |
| INTRODUCTION .....             | 1    |
| Background of the Study .....  | 2    |
| Statement of the Problem ..... | 6    |
| Research Objectives .....      | 8    |
| Research Questions.....        | 8    |
| Significance of the Study..... | 10   |
| Limitations of the Study ..... | 11   |
| Definition of Terms .....      | 12   |
| CHAPTER 2                      |      |
| LITERATURE REVIEW .....        | 14   |
| Definition.....                | 17   |
| Conceptual Framework.....      | 23   |
| CHAPTER 3                      |      |
| METHODOLOGY .....              | 24   |
| Research Design .....          | 24   |
| Sampling Frame.....            | 25   |

## CHAPTER 1

### INTRODUCTION

This chapter provides the introduction of this study and it consists other sections which are background of study, statement of problem, research objectives, and research question. This chapter will discuss the significance and limitation of this study as well as the definition of terms.

#### Background of the Study

According to Moisoglou, Panagiotis, Galanis and Siskou, (2014) stated that conflict as an inherent occurrence in people's life, emerges as a daily challenge in an organizations. For any organization, conflict among employees was referring to communication breakdown, difference of opinion and misunderstanding. According to Chong (2011), controversial that exists between the project in an organization which normally emerges from difference of opinion, communication breakdown and misunderstanding the most prevailing causes of conflict in an organization. Thus, According to Rahim (2002) cited in Waithaka (2014) stated that conflict can be seen as positive if the show to be helpful in attaining the goal and it can be negative if it does not add any advantage to the parties required in the conflict. Moreover, conflict can be used to include a positive obtain an adjusted perspective where the management of the conflict should to be included a positive variable rather than going toward the negative side of it (Ejaz, Iqbal & Ara, 2012).

According to Dzisi (2014), conflict among employee have create advantages if the problem well managed which was for their absence may imply that contrast among individuals were be protected but if problem managed well employees can improve their performance and innovation in the organization. Conflict that poorly managed can reduced productivity of employee, reduced job performance, emotional distress, and contrast of opinion in an organization (Akaniji, 2005 cited in Aqwu, 2013).