



اَوْنُوْرَسِيْتِي تِيكْنُوْلُوْجِي مَارَا  
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THE RELATIONSHIP ON CONFLICT HANDLING  
STYLES AND JOB PERFORMANCE AMONG  
EMPLOYEES: A CASE STUDY AT JABATAN  
KESIHATAN NEGERI SARAWAK, KUCHING DIVISION.

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## **Abstract**

The purpose of this study was to identify which element of conflict handling styles has the highest level of contribution towards job performance and also to determine the relationship between conflict handling styles and job performance. Conflict handling styles was measured by the Thomas-Kilmann MODE instrument. For any organization, in order to be effective there must have a sufficient conflict handling styles that effect on the employee's job performance. In addition, this study provides an important insight into various strategies of conflict handlings styles towards employee's job performance. This study used a quantitative method which was a questionnaire that was distributed to 103 respondents. Besides, Descriptive and Correlation analysis was used for this study to examine conflict handling styles and employee's job performance. The findings showed the highest contribution of conflict handling styles on employee's job performance was competing style. The strongest relationship between conflict handling styles and job performance was accommodating style. The results of the findings also supported the hypothesis. Evidence provided in this study supports how employees manage conflict handling styles towards their job performance in the organization. Further research for this study was necessary by involving private sector to enhance the researcher understanding the conflict handling styles and job performance.

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## **CHAPTER 1**

### **INTRODUCTION**

This chapter provides the introduction of this study and it consist other sections which are background of study, statement of problem, research objectives, and research question. This chapter will discusses 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 is referring to communication breakdown, different opinions 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) 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 (as cited in Waithaka, 2014). 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 employees can create advantages if the problem is well managed which is for their absence may imply that contrast among individuals can be protected but if the problem is managed well employees can improve their performance and innovation in an organization. Conflict that is poorly managed can reduce the productivity of employees, reduced job performance, emotional distress, and contrast of opinion in an organization (Akaniji, 2005 cited in Aqwu, 2013).

According to Campbell (1990) cited in Abdulwahab S. Shmailan (2015), performance can be defined as what the organization recruits one to do and do well. Performing employees assist leaders need to create good performance toward the organizations. There was more responsibility, satisfaction, and motivation for the employee and better overall performance for the employee (Li & Hung, 2010). Job performance may view the individual's characteristics or behaviour on how they are doing their task without having any conflict arise. This is because conflict may have effects on their job performance where they might not perform well when doing their job (Singh & Tiwari, 2011). According to Bakker and Leiter (2010), employers must give their commitment in order to motivate their employees to apply their high potential and abilities for their work, if they do not motivate, part of valuable employees' assets are permanently lost for the organization. Individuals who want to achieve the organizational goals usually depend on the performance of every employee in the organizations.

According to Pushpakumari, (2008) cited in Long, Yvonne, and Rabeatul Husna Abdull Rahman (2014) stated that exceeding performing employees were required to achieve organizational goals where it increases their productivity and to keep the company in achieving competitive advantages. Relationship between job performance and conflict may have an effect on employees' attitude and commitment.