

**THE RELATIONSHIP BETWEEN CONFLICT MANAGEMENT STYLES  
AND JOB PERFORMANCE AMONG SUPPORT STAFF AT  
PHARMANIAGA MANUFACTURING BERHAD, IN BANDAR BARU  
BANGI, SELANGOR**

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## ABSTRACT

The purpose of this research was to investigate the correlation between conflict management styles and job performance among support staff at Pharmaniaga Manufacturing Berhad, in *Bandar Baru Bangi, Selangor*. This correlational research used a stratified disproportionate sampling technique and the sample size was determined using the Krejcie and Morgan (1970). Survey questionnaires were distributed to 80 respondents who worked as support staff which was adopted from Rahim (1983), Vischer (2006) and HR Services, University of Chicago (2010). The response rate was 100% in which the majority were female respondents. The questionnaires were then analysed using SPSS V-20 to determine the result. The findings showed that there was a moderate relationship between conflict management styles and job performance ( $r=0.46$ ,  $p=0.00$ ). Moreover, the correlation was significant as a result for integrating style ( $r=0.41$ ,  $p=0.00$ ), avoiding style ( $r=0.26$ ,  $p=0.02$ ), and dominating style ( $r=0.24$   $p=0.03$ ). However, the correlation was insignificant for obliging style ( $r=0.16$ ;  $p=0.17$ ). The findings also indicated that integrating style has a positive effect on employee's job performance (Beta=0.39;  $p<0.01$ ), showing the highest mean score of 4.12 with the SD of 0.63. In contrary, it was noted that obliging style has a negative effect on employee job performance (Beta=-0.00;  $p<0.01$ ), which is indicating the lowest mean score of 3.03 with the SD of 0.67. The multiple regression model produced  $F(2, 77) = 12.464$ ,  $p<0.001$ . It is recommended that managers should carry out training programs and increase the employee conflict management ability. Future research should do a study on the other industry as well, broader scope of respondents to top management or middle management, and study the fifth element of conflict management styles, which is compromising.

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