

**THE RELATIONSHIP BETWEEN WORKPLACE CONFLICT AND JOB
PERFORMANCE AMONG THE EMPLOYEES IN SARAWAK ENERGY BERHAD**

**Prepared for:
MADAM GLADYS SEBI ENTIGAR
DR. BALJINDER SINGH**

**Prepared by:
SITI AISYAH BINTI SUHAILI
ZAIFEEDA ZADA BINTI AMIR ZADAH
JASMINE SINJA ANAK ROBINSON
MICHELLE ANAK ROBIN**

BACHELOR IN OFFICE SYSTEMS MANAGEMENT (HONS.)

**UNIVERSITI TEKNOLOGI MARA (UiTM)
FACULTY OF BUSINESS AND MANAGEMENT**

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CHAPTER 1

INTRODUCTION

This chapter will discuss the study of the relationship between workplace conflict and employee's job performance. This chapter explains the background of the study, statement of the problem, research objective, research questions, significant of the study, limitation of the study, and definition of the terms.

Background of the Study

The workplace conflict among employees in the organization has become one of the most popular topics that have been studied. According to Anestaki (2016), conflicts in the workplace have both optimistic and pessimistic in the organization. Conflict might be destructive among employees' performance, as such it is related to unhealthy interpersonal relations and emotions that are unpeaceful and feeling of uneasiness. According to Longe, (2015) also stated that when employers or employees are pressuring each other in the workplace in order to get what they want or when displeasures and arguments occurs in the workplace is defined as workplace conflicts.

According to Ozyildirim (2017), conflict can happen anywhere and one of the most popular conflicts is between the supporting staffs and the supervisors. Sometimes, conflict is useful for them because it can increase innovation and imagination. Ozyildirim (2017) also added that managing conflict is very important in an organization, if not it may affect the organization's performance. Therefore, according to Ozyildirim (2017), conflict that can be managed well by the organization can lead to positive achievement of the organization.

According to Yasin (2015), conflict is inevitable and unavoidable because it is natural part of human life. As cited by Yasin (2015), it is very important to identify the best conflict handling styles used by the professionals working at various organizations to reduce conflict and sustain harmony of organizational environment. Yasin (2015) also added that, the gender differences in using different conflict handling styles are also very important, where she also mentioned that conflict management styles is depending on how the conflict is perceived and managed.

The reason why the five Conflict-Handling Styles by Thomas Kilmann (1976) developed because there are conflicts that usually occurs in every organization. This theory is use when there is a situation by which it concerns of two people appeared to be contradictory. The Thomas Kilmann (1976), conflict-handling styles is best conflict management tools to overcome because the five elements to assist the employees, supervisors and some other professionals that are involved in the conflict handling group. The elements of conflicts handling styles model plays an important role to helps people to