

THE RELATIONSHIP BETWEEN CONFLICT MANAGEMENT
STYLES AND JOB PERFORMANCE AMONG NON-EXECUTIVE
EMPLOYEES IN MAJLIS BANDARAYA KUCHING SELATAN
(MBKS).

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ABSTRACT

This study was undertaken at Majlis Perbandaran Kuching Selatan (MBKS) in which it was one of the public corporation located in Kuching, Sarawak. The purpose of the study is to present the conceptual framework adapted from Kilmann Conflict Management Styles Model (1976) as these theory established conflict management styles that contribute to job performance. This study investigates the relationship between the conflict management styles that consists of competing, accommodating, avoiding and compromising towards job performance. A total of 120 questionnaires were distributed among non-executive employees at MBKS, Kuching. The data were collected from source of structured questionnaires with a total number of 29 questions. The data were analyzed using SPSS Version 24 as the result described the positive relationship would exist between conflict management styles and job performance. The Pearson correlation coefficients were used to determine the relationship between conflict management styles and job performance. According to the result, only compromising ($r=0.535$) showed high, positive and significant relationship with job performance while competing (0.446) and avoiding ($r=0.433$) showed moderate, positive and significant relationship with job performance and accommodating ($r=0.086$) showed low, positive and not significant relationship with job performance. However, the best conflict management styles that should be applied in the organization is compromising.

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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 the 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 Ling, Jamil, William, Heong, Choo, Serah, Azlin, Kelvin, Mary Nagarajah and Ching (2009). Awan and Anjum (2015) argued that a negative work environment that does not encourage conflict resolutions can result in poor employee behavior and job performance. This is because unmanaged conflict can cause dysfunctional communication and poor behavior among staff. For example if the individual does not have the right communication or interpersonal skills in managing conflicts, the conflict will grow and spread to others.

Conflicts in workplace played an important role in either increasing or decreasing the employee's job performance (Agwu, 2013). Thus, an appropriate conflict management style should be taken up to maintain the employee's job performance throughout the day. The performance of employees was influenced by several conflict