

THE RELATIONSHIP BETWEEN CONFLICT MANAGEMENT  
STYLES AND JOB PERFORMANCE AMONG SUPPORT STAFF AT  
LAND AND SURVEY HEAD QUARTERS, KUCHING, SARAWAK.

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“DECLARATION OF ORIGINAL WORK”

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- 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.
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## ABSTRACT

This study was undertaken at Land and Survey Head Quarters in which it was one of the public corporations located in Kuching, Sarawak. The purpose of the study is to present the conceptual framework adapted from Kilmann Conflict Management Styles Model (1976) as this theory has established conflict management styles that contribute to job performance. This study investigates the relationship between the conflict management styles that includes of competing, accommodating, avoiding and compromising towards job performance. A total of 110 questionnaires were distributed among support staff at Land and Survey Head Quarters. The data were collected from source of structured questionnaires with a total number of 29 items. In which four questions dedicated to demographic background, five questions dedicated to competing, five questions dedicated to accommodating, five questions dedicated to avoiding, five questions dedicated to compromising and five questions dedicated to job performance. The data were analyzed using SPSS Version 20 as the result described the positive relationship would exist between conflict management styles and job performance.

The results show that there is positive, high and significant relationship between competing and compromising and job performance. Besides, there is a positive, medium and significant relationship between accommodating and avoiding and job performance. However, the best conflict management style that preferred to be used in the organization is compromising.

# TABLE OF CONTENT

	Page
ABSTRACT .....	iii
ACKNOWLEDGEMENT .....	iv
TABLE OF CONTENT .....	v
LIST OF TABLES .....	viii
LIST OF FIGURES .....	ix
LIST OF APPENDICES .....	v
CHAPTER 1	
INTRODUCTION .....	1
Background of the Study .....	1
Statement of Problem.....	3
Research Objectives.....	4
Research Questions.....	4
Significance of the Study .....	4
Limitations of the Study.....	5
Definition of Terms.....	6
CHAPTER 2	
LITERATURE REVIEW .....	8
Introduction.....	8

## 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, a 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 of the organization (Ling, Jamil, William, Heong, Choo, Serah, Azlin, Kelvin, Mary Nagarajah & Ching, 2009). A good relationship between coworkers and supervisors makes less conflict and employees tend to have high work productivity. Therefore, conflicts can be defined as a situation in which the interest, needs, goals or values of involved parties interfere with one another (Dzisi, 2014). There are lots of causes that can initiate a conflict such as poor communication, dissatisfaction caused by management style, desire to obtain power, ineffective leadership and lack of openness. According to Afzal, Khan, and Ali, (2009), conflict is either "good or bad" or "sinful or immoral". It depends on how someone handles the conflict because some of the conflicts are relatively trivial, easy to handle or capable of being overlooked.