

THE RELATIONSHIP BETWEEN WORKPLACE  
CONFLICT AND JOB PERFORMANCE AMONG  
EMPLOYEES AT PUSAT PEMBANGUNAN KEMAHIRAN  
SARAWAK (PPKS) IN KUCHING, SARAWAK

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MAY 2018

AUTHOR'S DECLARATION



# UNIVERSITI TEKNOLOGI MARA

**BACHELOR IN OFFICE SYSTEMS AND MANAGEMENT (Hons.)  
FACULTY OF BUSINESS AND MANAGEMENT**

“DECLARATION OF ORIGINAL WORK”

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## ABSTRACT

The purpose of this study was to determine the relationship between Workplace Conflict and Job Performance among employees. This study was conducted at Pusat Pembangunan Kemahiran Sarawak (PPKS) in Kuching, Sarawak that focuses on 103 employees as respondents. The researcher distributed 120 questionnaires using convenience sampling technique. With the help of SPSS version 24, the data were analysed and discussed. Based on the analysis, it was found that communication, structure and personal variables have an influence towards job performance among employees. Based on correlation analysis, communication ( $r=0.447$ ,  $p<0.01$ ) give major influence of workplace conflict with moderate correlation which can affects job performance among employees in Pusat Pembangunan Kemahiran Sarawak (PPKS) and it can be concluded that all the variables had positive and significant relationship with job performances. Lastly, some recommendations were recommended to the organisation, employee and future researchers who would like to conduct the same study.

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## CHAPTER 1

### INTRODUCTION

#### **Background of Study**

Conflict exists in today's competitive workplace. Normally, most of the workers would face conflicts when they enter the organisation. Conflicts occurs when two people, group, nations and countries face disagreement about issues due to differences in perceptions, ideas, behaviours, interest, attitudes, religious differences, politics and also unjustified distributions of national resources (Bakker, 2011). According to a study conducted by Mohd Said, et al. (2016), conflicts can arise when two people have different point of views in achieving a common goal. Based on Turlkaji, Fosic and Dujak (2008), organisational operation normally involve the value of team work, collaboration and group creativity of employee where conflict usually arise, however the organisation is not really concerned about the conflict among employees but as they only focus on the outcomes.

However, conflict is something that cannot be avoided. Especially, in any organisations that have multiple levels of managements. Dysfunctional and functional of organisation are also effected by conflicts that occurs (Khan, Iqbal, & Hussainy, 2016). Based on the study conducted by Henry (2009), which claim that work related conflict are an unpleasant fact in organisation, as long as people compete for job, resources, power, recognition, and security. Furthermore, according to Johari et.al (2013), conflict can be led by differences in beliefs, opinions values and attitudes. It