



THE RELATIONSHIP BETWEEN CONFLICT MANAGEMENT
STYLES AND JOB SATISFACTION AMONG SUPPORT STAFF IN
ADMINISTRATIVE OFFICES AT KUCHING, SARAWAK

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ABSTRACT

Conflict occurs among human wherever and when they are. It is important for an individual to know how to handle conflict effectively. Conflict may affect the employee' job satisfaction when they might not perform well when doing their task. These research was to investigate the relationship between conflict management styles job satisfaction among support staff in Administrative Offices at Kuching, Sarawak. The instrument use for this study is a questionnaire, developed by Thomas Killman (1976). Besides that, there is no sampling technique used because the researcher is applied census where the whole population is taken as sample. The respondent was the support staff in Administrative Offices at Kuching which are Pejabat Residen Kuching, Pejabat Daerah Kuching and Pejabat Residen Padawan. The sample size was 110 with the return rate 100%. The researcher was used five conflict management styles in the framework that included in independent variable which are competing, accommodating, compromising, avoiding, and collaborating. Based on findings, the result show that the competing, accommodating and compromising has positive, significant and moderate relationship between job satisfaction. While for avoiding is positive, not significant and low relationship toward job satisfaction. This is because due to the support staff in Administrative Offices is less likely to use avoiding in solving conflict management at workplace. They believed that avoiding styles was not important to increase their relationship in job satisfaction. However, the researcher found that collaborating styles has shown a highest results in the Administrative Offices which are positive, significant and high relationship toward job satisfaction. It shown is positive results because the organization that applied these styles usually sees conflict as a problem to be solved. Hence, for the recommendation it is suggested that future research should be look into comparing the conflict management styles and job satisfaction between private and public sectors.

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CHAPTER 1

Introduction

This chapter introduces the study to investigate the relationship between conflict management styles and job satisfaction among support staff in the Administrative Offices at Kuching, Sarawak. Besides that, this chapter also elaborates on the background of the study, statement of problem, research objective, research question, significance of the study and limitations study of terms.

Background of the study

Job satisfactions are the most common factor for all organizations in Administrative Offices at Kuching, Sarawak. Job satisfactions also known as a person estimation of his or her job and work situation in the organizations. In future, the researcher can describe which one feels positively or negatively about the intrinsic and extrinsic aspects of the task (Gangai & Agrawal, 2014). Conflict may affect their job satisfaction where they might not perform well when doing their task (Taher, M. A., & Gomes, K. 2018). This is due to individual characteristic or behaviour of the employees that sometimes are misunderstood. Poor job satisfaction however can lead to hostility, infighting, divisiveness and disintegration. These are all negative attributes that hamper institutional progress (Dzisi & Smile, 2014) that can affect the relationship support staff toward job satisfaction. However, conflict is something that can happen anytime in the workplace and unavoidable. Awan and Anjum (2015) argued that a negative work environment that does not encourage conflict resolution result in poor employee behaviour and job satisfaction. According to Killman (1976), there are five conflict