

The Relationship between Workplace Conflict and Job Performance a Case Study at District Police Headquarters

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ABSTRACT

Conflict in a workplace can arise due to a variety of reasons, including differences in personalities, communication styles, job roles, or organizational goals. The relationship between workplace conflict and job performance is dual-faceted. While unresolved or poorly managed conflict can damage productivity and morale, well-managed conflict can foster growth, creativity, and stronger team dynamics. Therefore, the aim of this study is to examine the relationship between Workplace Conflict and Job Performance at the Marang District Police Headquarters in the state of Terengganu, Malaysia. A total of 132 staff from Marang District Police Headquarters participated voluntarily in this study by completing survey questionnaires. A series of statistical analysis were applied including descriptive analysis, reliability analysis, correlation analysis, and multiple regressions analysis using the SPSS software. The results of the study indicate that out of three independent variables, only one independent variable answers the researcher objective which is; communication has significant relationship between Workplace Conflict and Job Performance. For communication, it is therefore sufficient to mention that communication skill is needed by superior to reinforce and increases job performance. Thus, communication is the most major aspect in solving conflict in this study. The management of Marang District Police Headquarters should keep on making an effort to lessen the workplace conflict in order to make sure the job performance. The result created in this study can be exercised to assist for researchers in the future who are eager to discover the issues that significantly influence to the job performance in other Local Authority.

Keywords: Workplace, conflict, communication, extraversion, leadership style, job performance.

INTRODUCTION

Conflict is a reality of life that occurs in any society. Conflict that happens within a department, branch, and team is known to as intra-group conflict. Task conflict is one dimension of the intra-group conflict. It indicates dissimilarity among members of a team connecting to a variation of ideas, content of decision or opinion. One of the most outstanding features of intra group conflict is that it is practically essential to the life of dynamics teams. De Dreu (2003) stated that conflict is a situation that gives increase to both negative effects on groups, individual, and even organizations. It is broadly agreed that organizations are the place of a good deal of conflict. Scholars working in the organizations business framework often regard intra-group conflict in organizations as common though there is conflicting interest between groups and individuals in organizations. It is however difficult to be hinder by anyone recognizable with them.

Kleiner and Esquevel (1997), organizational conflicts are disagreement concerning ideas or interests. Jones et al. (2000) establish that conflicts are some parts of organizational life cycle since the objectives of varies stakeholders like unions, workers and managers are varies. Dodd (2003) found that organizations are working in a disordered business environment where they are searching for procedures that will allow them to improve their performance and competitiveness. Though, new conflict forms demand for efficient conflict management strategies that will persuade employee's performance.

Jehn and Chatman, (2000), Amason and Schweiger, (1994), Rispens et al (2007) said that conflict give a large impact towards performance as well as observed research deviates on whether this impact is negative or positive, stated by Pelled et al (1999) and Jehn (1995). In addition, many categories of conflict lead to dissimilar results have reached by theorists. For instance, researchers have found that relationship-type conflict may negatively impact performance, argued Amason (1996) and Jehn (1995), while task-type conflict positively impacts performance, said by Rispens et al (2007), Jehn and Chatman, (2000), Amason and Schweiger, (1994).

The first management theorist was beneath reality here. Ekong (2000) made intra group conflicts essential to his guidelines. Jone and James (2005) viewed that departmentalization in organizations build an environment that has increased unpredictability because of a firm struggle of scarce resource or because of a lack of successful representation and acknowledgment in terms of the value they put in to the business. Conflict amongst organizations is known as inter organizational conflict. These occur when there is a high level of rivalry between two firms or organizations. Swedburg (2003) stated that inter organization conflicts often take place among workers union and management when they differ in the implementation of strategic programmed and policies of their particular organization.

Conflict in the workplace is much more general than the impracticable to disregard cases. Dana and Daniel (2005), 50-70% of all difficulties in organizations come from stressed relationships between employees, not from individual employee's ability or enthusiasm. In addition, according to Kreisman and Barbara (2002), the superior spends 30-50% of his or her time dealing with workplace conflicts (1 to 2 days of every workweek). Singh (1998), conflict can be likened to a painful. If it is treated early, it can be cured. If it is left untreated, it can be worsened and will result in further complications. Conflict is occurring in every workplace, and it can be a number of different degrees and forms, from a silent disagreement to lift voices, sometimes lead to an aggression. It can occur between managers of different departments, between team members, or between staffs and superior. It can hurt business and individual relationships. Whatever its intensity or form, conflicts can have serious impact for organizations and individuals alike. From this point, the useful and best definition for "workplace conflict" is "A state among or between workers whose works are interdependent, who identify , who experience annoyed the other as being at fault, and who perform in ways that cause a business difficulty" (Dana, 2001).

Gibson, Ivancevich and Donnelly (1994), conflicts may have whichever a bad or a good impact on the institutional routine, based on the nature of the conflict. According to a report written by Jonny Gifford at the Chartered Institute of Personnel and Development (CIPD), the broadest negative behavior accounted in conflict is a lack of respect, which respondents seeming in a clear common of cases. It is not unexpected that disregard comes first in the listing of complaints, as it is a very common term. Furthermore, they found a broaden of reported behaviors, with 1 in 4 respondents reporting each of harassment, threats or bullying and denial to team up or collaborate and about one in four reporting each of verbal abuse or insult, disputes and shouting or heated. At the more severe end, they found that 1 in 30 workers who reported conflict in the last year said that they have experienced physical abuse or physical threat while at work.

Robins (2003), inter organizational conflict arises when staffs appointed in programmed that are unsuited with those of their coworkers within their associates, networks of other unaffiliated individuals or collectivities who use the products or services of the organization. Lyon (2001) explains that in the past, organizations of various types evolved into very different patterns of modes and motivation of attachment by the groups that imposed them. Such organizations are different in the implementation of their strategies and policies. They are also different in terms of the desires that drive their leaders and owners, the guidelines they receive and the goals they look for. Therefore, the aim of this study is to examine the relationship between Workplace Conflict and Job Performance at the Marang District Police Headquarters.

LITERATURE REVIEW

Workplace conflict

Workplace conflict comprises any kind of conflict that happens inside a place of work or among manager and/or workers, possibility including conflict among workers out of work hours. It is an open concept that

contains a number of categories of conflict that are generally treated independently, including labor-management conflict and employment conflict. Ahead of those two subtypes, though, workplace conflict may not engage the manager as a party. Place of work conflict maybe among two or more employees. Conflict arises from vary values, goals, or of perceptions in a field wherever community concern about the result. The circulation view for conflict may recline in disagreement with, or uncertainty about, the common purpose and how to attain it at the same time as also attain individual objectives inside an association. Besides, the struggle for limited (external and internal) resources will cause conflict.

Conflict can be useful in making necessary transforms within workplace or residence environment. Though, unsettled conflicts can consequence in feelings of disappointment, depression, desperation, unhappiness, and other emotions. It can consequence in negative behaviors such as violence, quit from works, disbanding of personal dealings, violence, and even physical or emotional withdrawal. Communication is both the reason of and the cure for conflict. Accepting how to successfully communicate, and how to adequately determination argument, can direct to a more productive life, and positive action. Conflict management and communication skills must be educated. Most frequently, conflict resolution styles and bad communication must be restored and corrected with solution that are more valuable to create harmony in the place of work. The place of work arrangement is a rich propagation ground for conflicts because of the dynamics and interaction of the employee-to-outside vendor, employee-to-employee, and customer-to-employee relationships. Be familiar with and deal with the issues that give rise to the possible for conflict can have a positive impact on workplace and the output in the office.

Workplace conflict and job performance

In research of 4,500 permanent employees in 10 different countries, it is found that 70% of workers involve with conflict at work to some degree and 20% dealt with conflict regularly. According to Ibid (2013), organizational conflict has a negative impact on the productivity and motivation of employees. Conflict is related with vast cost to company. In the findings of workers from 10 countries, the typical number of hours spent per week on workplace conflict is different from 1.8 to 3.2 hours. In the US, the average is 2.9 hours. The calculated expense relied on average hourly earnings in 2009 was \$360 billion in lost time. Increase the rates of employee turnover and non-attendance are related with surroundings where conflict is unsuccessfully handled.

An individual in the group may face some frustration when a certain difficulty is in the way of him/her achieving his/her goal, thereby creating what is called frustration said by Luthans (2008). The negative consequences of frustration will cause conflict eventually affect the morale of individuals working with the affected individual and their performance (Luthans, 2008).

Akanji (2005), beneficially supervised conflict tempts a positive performance, whereas unmanaged conflict will bring the work environment to about distraction and divide the entire group with decrease in job performance and productivity. This is recommendation that a well-managed conflict endeavors at an enhancement of organizations for the reason of inspiring performance in the work-situation. Through good conflict management strategies, limitation in the organizational decision-making is depiction which may rapid the establishment to consequence changes and looks for affirmative resolutions.

Conflict changes quality of work performance of an association negatively. The failure to cope with conflict at the work place can result in a significant loss of productivity and affect the groups and individuals engage in the conflict psychologically which may lead to unfair treatment, bias, incapability to ask for what one needs among others. McCarthy (2007), negative conflict damages affairs, hinder team members from their common target, and persuades them to give any conflict a broad berth in the future. When relationships are unconstructively affected as a result of conflict the likelihood that productivity will be affected unconstructively is very high. This means that conflict should not be disregard if it is taking placed in the organization.

Masters, and Albright (2002), conflict arises when two or more peoples oppose about somewhat. These peoples are mutually dependent, meaning that the decision of the conflict that is supposed to be a common

agreement cannot occur without some common effort. The disagreement may be genuine or perceived, but it is psychologically felt by at least one of the parties. Also, a conflict may or may not result in an obvious response. The nonexistence of visibly conflict behavior is not problem-solving of the deficiency of conflict. This is because conflict happens in phases and when it is still hidden, the peoples may still feel the existence of room for resolution earlier to conflict rise. Although conflict cannot be avoided, it can be handled.

Job performance comprise of the recognizable behaviors that community do in their everyday jobs that are related to the targets of the organization (Wise, McHenry, & Campbell, 1990). Job performance is of importance to organizations because of the implication of high output in the place of work said by Hunter & Hunter (1984). Performance meaning should center on actions rather than results (Murphy, 1989), since a focus on results could bring workers to find the shortcut way to accomplish the preferred outcomes, which is likely to be risky to the company because other vital behaviors will not be presented. Campbell, McCloy, Oppler, and Sager (1993) clarify that behavior is not the outcome of performances, but rather the actions in themselves. Moreover, behaviors consist of the performance that workers truly connect where can be monitored.

Thorndike, (1913), job performance dealings with an individual adjacent to his or her target, with an importance on whether outcome meets the predictable target. Goodale and Hall, (1986), job performance is how a worker completes their jobs by methods, moment and relations with the members. Schermerhorn (1989) said that job performance stand for the quality and quantity of work completed by a group or person, strain whether the job has been accomplished well. Since conflict will often be come out on organizational level and an individual, it is significant to increase job performance. Experts have the same opinion that the expertise capable obtained. They judge that conflict ability be able to be learned. Moreover, conflict skill is “the capability to use and develop cognitive, behavioral skills and emotional, that improve useful results of conflict while dropping the possibility of destruction.”

Communication

Tubbs (2009, 2011), conflict in communication arises due to the different opinions and belief held by the speakers, leading to the changes in the topic under discussion. Lane (2012) lists the 6 barriers in communication that can lead to conflict for the reason that the speakers have different opinions and belief. These obstacles can be dealt by an adult or a moderator to direct the discussion towards the original theme. Fromkin and Rodman (2003) suggest that language gives an important role in communication although there is conflict in communication, language will still play a main part in understanding the content of the discussion. Simpson (2008), culture plays a major role in dealing with communication conflict. This is particularly true in the case in situations that the speakers are from different cultural backgrounds and their communication is based on their respective cultures. According to Pearson et al (2011), human communication can be successful if the speakers are able to understand the other speaker's culture and overcome the cultural barriers that exist in communication. If this occurs, communication can successfully take place in a positive way without there being conflicts that spoil the communication among the speakers.

Abigail and Cahn (2011) and Cahn (2006), the management of conflict has to go through several stages, including using the basic conflict and communication skills that are needed for managing and resolving everyday interpersonal conflicts (Normaliza Abd Rahim, 2011). Abigail and Cahn (2011), managing conflicts will expand the understanding of the conflict itself and therefore enhance positive communication. Cahn (2006) suggests that conflicts help people to achieve better understanding and therefore deal with the conflict more effectively. Wolfe (2011) formed a case study in which extremely disturbing conflicts occurred in the author's workplace and the best way to deal with these conflicts was for individuals to create discussion with work colleagues, address the issues by themselves, discuss them with a therapist or religious counselor, or discuss them with close family members or friends. Wolfe (2011) postulates that discussion is helpful in resolving conflicts and leads to successful communication in work environment. Furthermore, Inon Beydha Lukman et. al (2009) examine the sources of communication conflicts in the domestic workplace among Indonesian domestic workers and Malaysian employers in Kuala Lumpur. Specifically, the data was collected from 109 Indonesian domestic workers and 109 Malaysian employers who were surveyed in January 2009.

The result indicated that, firstly, the conflicts in communication in the domestic workplace among participants arise due to culture-based differences in terms of the context and pattern of communication, direct and indirect communication styles or different statements about verbal and non-verbal and differences in the strategies used to manage these conflicts. Secondly, the Malaysian employers are likely to use an integrating style in dealing with conflict, whereas the Indonesian domestic workers are possible to utilize either an avoiding or combining style in handling with conflict. The study therefore advises recommendations on how to better organize Indonesian domestic workers for working with Malaysian employers in the domestic workplace setting as well as for other Indonesian domestic workers in intercultural or international domestic workplaces, so as to permit this group to be able to resolve culturally-based interpersonal conflicts more efficiently. The research also argues that by resolving conflict, people will be better able to understand the conflict and handle it especially when language and communication both reflect and shape a people. Abigail and Cahn (2011) and Normaliza Abd Rahim (2011) as well recommend that the understanding of conflict will also assist in future communication.

Clutterbuck (2001), the smooth performance of a workplace is reliant on collaboration among coworkers and, so as to collaborate well, employees need to be capable to converse efficiently. High-quality communication must also be present between and within the team members as an entire and the rest of the company. Furthermore, the bottom line suffers when employees have conflicts. The office output decreases along with employee's morale, at the same time as employee stress levels increases along with stress days. By recognize barriers to successful communication, the company can make alterations that generate peaceful, warmer workplace. Cultural, emotional, personality and physical obstacles can be some factors impacting workplace communication. Putnam and Jablin (2001), listening is just as vital as talking, when it goes to communication. The supervisor who is a good listener is more possible to have workers who facilitate recognize and solve job-related problems. The motive is not unexpected. Just as like to have the manager listen and respect the ideas, the employees want to pay attention and respect their ideas. Hence, organizational managers ought to educate and hone the art and science of listening to improve organizational communications. "What the things we have right here is a collapse to communicate." look into communication problems, Pfeffer (1992), Mckenna (1985), and Pratkanis and Aronson (1991) found that the most excellent organizations communicate well, but as well generate smooth communication systems that give organizational staffs an opportunity to position and convey their suggestions, concerns, and needs.

As a result, organization are responsibility bound to manage conflict appropriately for the sake of rising company performance, since the result of such act will bring in high-quality collaboration, better time management, good communication and enhance job performance (Obasan, 2011). Weaver (2003), successful conflict resolution happens by providing chance and listening to meet the needs of all parties and to adequately address awareness of parties in conflicts so that, each party is satisfied with the outcome. Awan and Anjum (2015) said that appropriately handled regular feedback, conflict promotes, mutual decision making, open communication, and timely resolution of conflict. Cooperation and open communication improve build up work association and the flow of new thoughts, which will have a positive effect on worker self-confidence. Timely resolution and regular feedback of conflict has the possible of improving job performance and employee fulfillment.

Awan and Ibrahim (2015), that if the individuals do not have the interpersonal or communication skills to resolve their disagreements, the conflict can spread and raise to others, ultimately affecting their job performance, which, in sequence, affects the job performance, as well as in addition to the staffs who do not having the communication skills to address their disagreements, their leaders often lack the necessary skills to be efficient in conflict resolution. Once human resource personnel are involved, the process becomes corrective and results in disciplinary action, which contributes to an even greater decline in employee morale and satisfaction.

Extraversion

Extraversion refers to various definite individuality characters such as self-confident, active, and talkative. Taggar and Neubert (2004), extraverted persons represent low level of stimulation at home and less level of excitement if the workplace is socially environment. In opposite, introverts express high level of arousal

exterior the place of work where stimulation is low. Kim and Wolff (2012), extraversion is widely associated to expatriates' association ability. Buss (1991), persons can attain well preservation of life and reproductive achievement if they change themselves in the social situation by the extraversion. Migliore (2011), a low score on extraversion clarifies that the person who akin to keep on in the back side is believed fewer action oriented, set aside in communication, and less talkative. Extraversion may assist an expatriate to change him or herself among host country nationals (HCNs) by using active behavior and firm ability which is a sign of positive manners.

Thus, when HCNs recognize that expatriates have positive behavior, they may feel easy to allocate their civilizing experience and understanding with expatriates. In addition, Caligiuri (2000) proposed that these characters can obtain well own achievement through hierarchy of social surroundings. Caligiuri (2000), these individuality characters will assist the persons when they go for global task to mix into their host countries. In this vital situation, those expatriates who are extroverted acquire the idea to build relationships and open talk. For that reason, extraversion is significant for persons to find out the work and non-work culture to regulate in the host country. Throughout the centuries, extraversion is a well-known personality trait construct stemmed from one's brain structure, genes and function and early personality consisted of personal thoughts, actions, feelings, and goals (Wilt and Revelle, 2009). Extraversion is also the most important component of Costa and McCrae (1992) five-factor model (Extraversion, Neuroticism, Conscientiousness, Agreeableness, and Openness to Experience) that portrays individuals with positive emotions such as sociable, warm, assertive, gregarious, talkative, active and, excitement seeking (McCabe & Fleeson, 2012).

Conceptually is based upon Eysenck (1967)'s Arousal Theory and Gray (1970)'s Reinforcement Sensitivity Theory. The items of extraversion are identified as "talkative, sociable, outgoing, has an assertive personality, generates a lot of enthusiasm, is full of energy, inhibited, is sometimes shy, reserved, tends to be quiet" (Benet-Martinez & John, 1998). Ozer and Benet-Martinez (2006), the consequent variables of extraversion in three different aspects as individually (happiness, health longevity, appreciation, inspiration, well-being, coping, majority culture identification, depression, stress, personality disorders, flexibility), interpersonally (peers' acceptance, attractiveness, satisfaction, romantic relations, status) and socially/institutionally (occupational option, innovative awareness, social and performance, satisfaction, commitment, involvement, leadership, volunteerism, community involvement).

Extraverts are also more liable to become rapidly socialized into their organization and, due to acculturation and social incorporation would be less likely to quit (Barnett (2003) and hence impact directly on positively job performance. According to Judge (1997), extraverts could practice high levels of satisfaction in the place of work because of their capability to practice optimal levels of stimulation in the social surroundings. Barrick and Colleagues (2002), extraversion is extensively related to a measure of status striving and status striving is found to resolve the relationship connecting extraversion and job performance of employees. The influence of individuality composition actions of extraversion and emotional stability on group performance, though, seemed more dependent upon content of the group assignment and/or other group aspects. Motowidlo and Van Scotter (1996), extraversion is more powerfully related to the interpersonal facilitation factor of related performance than they are to task performance. In particular, Dijkstra et al. (2005) verified that individuals who are low in extraversion experienced greater negative results to their wellbeing when exposed to relationship conflict.

Differences in Leadership style

Generally, leadership is about influencing and encouraging behavior of followers. The leaders persuade others throughout their capability to inspire, notify, express a vision, communicate efficiently, and display technical competence. Most normally leadership is making use of to influence others headed for objective attainment. Here are a number of different leadership styles and strategies used to achieve objectives. Mostly the leadership styles commonly engaged are Autocratic (leaders centered and dictatorship), Democratic (subordinate, centered and participative), Bureaucratic (structure centered and rule) and Laissez-Faire (move free where manager acts as an advisor). Even though no form of leadership covers traits that can be practical to all leaders in a uniform technique, Robbins (2007), force and goal, want to direct, sincerity and honesty, intelligence, assurance, and in-depth technical awareness related to one's area of responsibility positions out

for successful leader. Leadership style plays an important role in influential the attitudes and behavior of workers in an organization. Reinke (2009) discovered 4 leadership styles and stresses that each style has an essential base and that most leaders practice some form of management or a grouping of styles during their normal job routine.

There are a variety of styles of actions by which interpersonal conflict can be managed. In order to handle conflict efficiently, one style may be more appropriate than the other depending upon the situation. Follett (1940), there are five ways of managing conflict in company such as avoidance, cooperation, incorporation, domination and control. Mouton and Blake (1964) later adapted Follett model with their double concern model that conflict is directed in another ways (forcing, smoothing, withdrawing, compromising, investigative) based on high/low concern for people and high/low concern for production. Kilmann and Thomas (1974), focusing on the need to convince their own concerns and the need to convince the other's concern, what came to be known as Kilmann-Thomas Mode instrument.

In the literature, leadership has been known as a significant subject in the field of organizational behavior. Leadership is one with the most dynamic effects during organizational and individual communication. Furthermore, skill of organization to carry out "team up effort" depends on leadership competence. Chuang and Lee (2009), the superb superior is not only motivating subordinate's potential to improve effectiveness but also meets their requirements in the process of gain organizational objectives. Stogdill (1957), identified leadership as the person behavior to guide a team to attain a general goal.

Fry (2003), leadership is using as a leading strategy to improve and to present inspiring motive the employees' ability for development and growth. Some reasons specify that there be supposed to be a relationship between leadership style and organizational performance. Studies have recommended that efficient leadership behaviors can help the development of performance when company faces these new challenges (MacMillan and McGrath, 2000, Teece, Shuen and Pisano, 1997). Chung (2009) acknowledged that leadership style can change company obligation and work satisfaction positively and work fulfillment that can affect company obligation and job performance certainly. Jeremy (2012), leadership is truly a process for influencing on others obligation towards recognizes their full possible in achieving objectives with enthusiasm and honor. His research also exposed that the relationships between manager and employee give further factor on employees' fulfillment which is significantly affected through the leadership style accepted by the chief.

Job Performance

Job performance is classified as "the stages of efficiency of worker, relative to their partners, on some tasks associated outcomes and behaviors" (Boles & Babin, 1998). Workers with high performance are supposed commonly get promotions more without difficulty. A better career chance created compared with others which has low performance Van Scotter et al (2000). Davies and Wright (2003) point out that job performance can be described as the presentation and implementation of workers. As the result, workers are capable to efficiently manage their tasks and also, they present their assignments to replicate the good quality of service preferred by their organization. It is important that performance evaluates must permit development next to goals to be considered. It must point out what is supposed and how well communities are doing in achieving their goals. Performance measures should be clearing, relevant, easy to accumulate and interpret, and concise in that they should give information that tells them and the organizations how well they are performing (Davies & Wright, 2003). The measures are frequently related to ability effectiveness, cost efficiency and cost effectiveness. Performance measures frequently cover information relating to finance, customers, processes, resources and market.

In addition, Christen et al. (2006), workers' capability determines the stage of job performance. They also stated a various theory of performance and effort, which is an input to job whereas job performance is an output from those efforts. Usually, job performance is related to the workers' capability to perform their jobs well or not. If they perform greatly, it means they feel fulfilled with what they have done, and the possibility to turnover becomes lesser. On the opposing, an employee with poor performance is normally disappointed with their jobs, which leads to an increased turnover purpose (Neidermeyer & Tuten, 2004). Campbell (1990), job performance is something a person does, and it has their own level form. Therefore, it can be divided from

other terms such as organizational performance or national performance which is higher level forms. They point out about job performance that includes the visible measures that people do in their works which related to the objectives of the company. Oppler, Sager, Campbell, and McCloy (1993), job performance is the behaviors themselves, not the effect of behaviors.

Job performance includes behaviors that workers truly engage and can be monitored. Motowidlo et al. (1993), job performance is behaviors, not results even though she highlights the evaluative thought in gives meaning job performance. And actions must be appropriate to the goals of organization is one more element of job performance. Patiar and Faulkner (1997), the place of work may be a main cause of pressure for persons in view of the amount of time that is spent and the fact that career success and financial security are dependent on work performance. In previous management behavior research, job performance, and job stress have received broad consideration. For a business on the whole performance, these organizational behavior variables are significant. Giga (2003), job performance is a measurement of an individual on how he or she carry outs to the job allocated, the job performance will be fine if the management give rewards to the employees who perform better in their job so the rewards are able to create high job satisfaction to the employees in the workplace. Study also recommended social support at place of work is positively associated to job performance.

RESEARCH METHODOLOGY

The research data was obtained from Human Resources Department, Marang District Police Headquarters. Simple random sampling is used as a sampling technique where each individual or item in a population has an equal chance of being selected. It's a straightforward and unbiased way to collect a representative sample from a larger group. The study population consist of staff at Marang District Police Headquarters that is 200 people. Based on the sampling method, the study has made a total distribution of 132 questionnaire as suggested by Krejcie and Morgan (1970). Google form questionnaire has been distributed through email. From the 132 questionnaires distributed, 103 questionnaires were returned, which representing response of rate 78.03%.

RESULTS AND DISCUSSIONS

The strong point of the linear relationship between independent and dependent variables is evaluated which utilized the technique of Pearson's Correlation. Pearson Correlation analysis is used in order to conclude the relationship between the independent variable and dependent variable where the researcher can construct a conclusion of the hypothesis. The relationship can be no relationship, negative or positive between the independent variable and dependent variable. The numbers presented in the Pearson's Correlation which ranges from -1.00 to +1.00, instead of a relationship between the variables.

Table 1 Pearson Correlation

Correlations					
		Mean_JP	Mean_CM	Mean_EX	Mean_LS
Mean_JP	Pearson Correlation	1	.760**	.665**	.626**
	Sig. (2-tailed)		.000	.000	.000
	N	98	98	98	98
Mean_CM	Pearson Correlation	.760**	1	.889**	.837**
	Sig. (2-tailed)	.000		.000	.000
	N	98	98	98	98
Mean_EX	Pearson Correlation	.665**	.889**	1	.982**

	Sig. (2-tailed)	.000	.000		.000
	N	98	98	98	98
Mean_LS	Pearson Correlation	.626**	.837**	.982**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	98	98	98	98
**. Correlation is significant at the 0.01 level (2-tailed).					

Table 1 above represent the correlation for Superior – Job Performance (JP), Communication (CM), Extraversion (EX) and Different Leadership Style (LS). Ccorrelation analysis results in shows there is a positive correlation between communication and extraversion ($r = 0.889$, $p = 0.000 < 0.05$). A positive correlation is found between communication and different leadership style since ($r = 0.837$ with $p = 0.000 < 0.05$) which is the lowest compared with others. Based on Table 8, the correlation between extraversion and different leadership style is highest than others ($r = 0.982$, $p = 0.000 < 0.05$). Extraversion is relatively having a positive correlation with different leadership style. The correlation between communication and job performance is 0.760 with $p = 0.000$, indicate that present a positive correlation between communication and job performance. Based on Murthy and Krishna (2011), there is a significant relationship between communication and job performance when correlation coefficient is greater than 0.700 . Table 4.14 also shows the correlation between extraversion and job performance is 0.665 ($p = 0.000$). Finally, the correlation between different leadership style and job performance is 0.626 with $p = 0.000$. It is observed that different leadership style has a positive correlation with job performance.

Multiple Regressions Analysis

Table 2a: Multiple Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.311	3	5.104	42.877	.000 ^b
	Residual	11.189	94	.119		
	Total	26.501	97			

Table 2b: Multiple Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.884	.331		2.666	.009
	Mean_CM	.877	.173	.819	5.084	.000
	Mean_EX	-.131	.422	-.143	-.309	.758
	Mean_LS	.072	.339	.081	.211	.833

Based on Table 2a, the R square in the model summary illustrates the proportion of independent variables to clarify dependent variable's variations. In this study independent variables (communication, extraversion and different leadership style) can explain 57.8% of the variations in dependent variable (job performance). Though, 42.2% is left undiscovered in this study, which signifies there are other vital additional variables in clarifying job performance that have not been judged in this study and require further investigation. Besides, the study also had revealed the standard coefficients Beta value. This figure is exercised to verify each of the independent variable (communication, extraversion and different leadership style) in influencing the dependent variable (job performance). Between these three independent variables, communication is the most significant factors in influencing the job performance with $\beta=0.819$. Whereas, extraversion and different leadership style show a lower beta value with $\beta= -0.143$ and $\beta= 0.081$ which is no significant relationship factor in influencing job performance. As a result, H_2 and H_3 were not supported. Only one independent variable which is communication has truly influenced the Workplace Conflict and Job Performance at Marang District Police Headquarters.

From the analysis that displayed, communication is set off to give positively and significantly in clarifying the variance in job performance. Communication is believed to have significant relationship with job performance ($\beta = 0.819$). Correlation coefficient between communication and job performance is 0.760 with a p-value of less than 0.001 (<0.001). These results are related with earlier studies stated by Pearson et al (2011), human communication can be accomplished if the speakers are capable to understand the other speaker's culture and overcome the cultural obstacles that exist in communication. If this occurs, communication can successfully take place in a positive way without there being conflicts that ruin the communication among the speakers.

A possible explanation for this result is that the superior who had and perform good communication skills to the employees is liable to report positive relationship between them and thus come out with a good job performance in the organization. The consequences of the research also specify that the communication has a positive and significant relationship with job performance. Therefore, it also will lead to good performance in job for both parties because when communication is cleared, both parties will feel calm to work together and make a good teamwork and will come out with good result in their performance in job. It is not giving the advantage only to one party but to parties, manager and workers. From the analysis displayed, extraversion was found set off positively but not significantly in clarifying the variance in job performance. Extraversion was found to has no significant relationship with job performance ($\beta = -0.143$). The coefficient correlation between extraversion and job performance is 0.665 with a p-value of less than 0.001 (<0.001). Earliest studies cited that, Ozer and Benet-Martinez (2006) pointed out the following variables of extraversion are in three different aspects of individually (happiness, inspiration, gratitude, well-being, health longevity, coping, resilience, depression, majority culture identification, personality disorders, stress), interpersonally (peers' acceptance, magnetism, satisfaction, romantic relations, status) and socially/institutionally (occupational choice, satisfaction, social and enterprising welfare, performance, commitment, involvement, leadership, volunteerism, community involvement). However, the result of the study found that the influence of extraversion is not related to increase in job performance. Thus, the hypothesis investigating the relationship between extraversion and job performance was rejected. While the information was collected based on the opinions of individual, consumption of field data at component level may enhance the body of knowledge for individual to evaluate job performance. At an organizational level, it is fundamental for employees to understand their different extraversion characteristics. The lack of social skills aggregate performance along with individual 's personality.

From the analysis that displayed, differences in leadership style were found to set off positively but not significantly in clarifying the variance in job performance. Differences in leadership style was found to has no significant relationship with job performance ($\beta = 0.081$). The coefficient correlation between differences in leadership style and job performance is 0.626 with a p-value of less than 0.001 (<0.001). Earliest studies cited that, leadership style plays a significant function in influential the behavior and manner of workers in an association. Reinke (2009) recognized 4 leadership styles and pointed out that each style has an essential basis and that most leaders perform several forms of leadership or a mixture of styles through their regular job routine. However, the result of the study found that the influence of differences in leadership style is not related to increase job performance. Thus, the hypothesis examined the relationship between differences in

leadership style and job performance was rejected. Hence, the superiors at Marang District Police Headquarters need to have a good leadership style will be likely to have a positive relationship with their employees. The result also shows that the manager who has the best leadership style is more likely to have a good relationship with the employees. In practice, it signifies, when the superior represents and perform a high-quality leadership style, it will lead to an increase in job performance. With a high-quality leadership style, employees will see their manager as an example and perhaps can find out something from their manager leadership styles.

Derived from the research objectives and research background, these researches give to the literature in some ways; Extraversion has a good consequence on job performance when an interpersonal element exists in the job performance. Although extraversion is established capable give positive impact on job satisfaction, this must not be overstated in employee's decisions more than the capacity of this research. The current job has demonstrated that the happening of conflict at workplace can gravely affect employees' interests, but that much of its effect rely on how the concerned workers with their particular trait's personality react and interpret to this conflict circumstances. Feedback that is more objective would have been improved with the real time observation data collection process. Though, this kind of method is time consuming, as there is a need to work as a spectator tracking the activities of the manager towards their employees.

Not only theoretical contributions exist in this study, but a number of managerial implications can be credited to the results of this study; the tactical function of the superior in the organization must include social skills (extraversion) in order to enhance the relationship between employees and managers. It is important for the superior to make a checklist in order to forecast their productivity weaknesses and try to solve such weaknesses in an efficient way. Organizations want their superiors to be able and willing to help employees through work situations and complicated personal, in order to preserve staffs and assist them to accomplish their organizational goals.

Consequent from the results in this study, the findings illustrate that job performance is believed to have positive relationships with the three independent variables (communication, extraversion and different leadership style). Besides that, only one variable namely communication has shown significant relationship with job performance. From the data analysis that taken from chapter four, it can be concluded that position of the communication is in the foremost placed followed by the different leadership style and finally extraversion. For communication, it is therefore sufficient to mention that communication skill is needed by superior to reinforce and increases job performance. Communication is the most major aspect in solving conflict in this study. The management of Marang District Police Headquarters should keep on making an effort to lessen the workplace conflict in order to make sure the job performance. In the working environment, the management of conflict is needed. The employees who work at a workplace with less conflict are more liable to carry out better than a workplace with higher conflict. The organization must reduce the conflict in the workplace by increasing the level of communication amongst the employees. Thus, manager should communicate with the employee before solving the problems or making some decisions.

Management and employees be supposed to have open communication in their standard task and extra job as it will increase the employee's performance and reduce the conflict. Furthermore, the management of Marang District Police Headquarters should persuade dialogue among the employees to reduce the level of conflict in the workplace. By having a dialogue among the employees, they will join in the organization's activities. In addition, employees know that the organization cares and stress on the well-being and welcomes the contributions of its employees. Thus, it will reduce the communication conflict between the employees and superior in the organization. In order to further the research, the researcher has come out with several options or in other words recommendations to assist future researchers to carry out research properly. The first proposal is this kind of study can be extended to other organizations staffs in Marang with a purpose of making comparison as it is generally alert that employees who are face the similar kind of difficulties.

CONCLUSION

The objectives of this research are to discover the issues which arise in the relationship between Workplace Conflict (e.g.: communication, extraversion and different leadership style) at Marang District Police

Headquarters and to determine the most significant issue that contributes to the relationships between Workplace Conflict and Job Performance at Marang District Police Headquarters. After performed this study, there are three independent variables which are communication, extraversion and different leadership style. Out of three independent variables, only one independent variable answers the researcher objective which is communication has significant relationship between Workplace Conflict and Job Performance at Marang District Police Headquarters that support the dependent variable. In addition, the relationship between Workplace Conflict and Job Performance at Marang District Police Headquarters is important to the organization. All the aspect talk about are the issues that can contribute to the job performance. The manager may examine all these issues and attempt to solve by some sort of event or programmed. There are maybe some of the factors that do not cover by the researcher that may influences job performance. For the conclusion, the results for all three of the independent variables (communication, extraversion and different leadership style) are getting the positive relationship with job performance but only one independent variable (communication) has a significant relationship with job performance. This independent variable is able to improve job performance at Marang District Police Headquarters. The result created in this study can be exercised to assist for researchers in the future who are eager to discover the issues that significantly influence to the job performance in other Local Authority.

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