

Thesis Title      Behavioral Styles in Managing Interpersonal  
Conflicts of Personnel in Business  
Organizations as Perceived by Middle Managers

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#### ABSTRACT

The purpose of this research was to study the behavioral styles in managing interpersonal conflicts of personnel in business organizations as perceived by middle managers. The subjects, comprising three hundred and seventy persons from business organization, selected by Stratified Sampling, were assigned to do the questionnaire consisting of thirty-pair items of five styles of managing conflict (The Turtle =>Withdrawing; The Shark =>Forcing; The Teddy Bear =>Smoothing; The Fox =>Compromising; The Owl =>Confronting). The full mark for each type was six, thus the total mark was thirty.

The data were analyzed through SPSSPC, frequency, means, standard deviation, t-test, and F-test. Findings are as follow :

1. In dealing conflicts with others, the styles they used most were Confronting and Smoothing consecutively; the least-used type was Withdrawing.
2. The styles others used most with them were Confronting and Compromising consecutively; the least-used type was Withdrawing.

3. In dealing conflicts with their leaders, Compromising style was used less by the group with more work experience or with more age.

4. In dealing conflicts with their co-workers, the frequency of using Compromising style varied as their educational level; that of Forcing varied as the number of their subordinates. The more work experience they had, the less Smoothing style was used. Nevertheless, the tendency reversed when they had much more work experience. In addition, Compromising style was used increasingly when they gained more work experience.

5. In dealing conflicts with their subordinates the Forcing and Withdrawing styles used varied reversely with their age and number of their subordinates. Furthermore, the married group or the group with more subordinates used Confronting style more than the single group or the group with less subordinates.

6. The female group perceived that their leaders used Compromising style with them more than the male group. Moreover the tendency declined when their experience or their subordinates increased.

7. The tendency of the perception on their co-worker using the Smoothing style with them varied reversely with their work experience. Nevertheless, that was changed in the contrary direction with those having most work experience.

8. The group with more subordinates perceived that their subordinates used Confronting style with them more than the one with less subordinates.