

**THE RELATIONSHIP OF CONFLICT MANAGEMENT STYLE  
ON EMPLOYEE'S JOB SATISFACTION AND JOB  
PERFORMANCE IN FIVE-STAR HOTELS IN BANGKOK**

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**A THESIS SUBMITTED IN PARTIAL FULFILLMENT  
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Thesis  
entitled  
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PERFORMANCE IN FIVE-STAR HOTEL IN BANGKOK**

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ABSTRACT

This thesis aims to study the role of two types of conflict, dysfunctional conflict and functional conflict, in relation to job satisfaction. It also aims to investigate the relationship between conflict management and job satisfaction as well as the relationship between job satisfaction of hotel's employees in five-star hotels in Bangkok and job performance. This study used self-administration data collection from a sample of 400 employees of five-star hotels in Bangkok. The results indicated that there was a relationship between job satisfaction and job performance. In addition, dysfunctional conflict was related negatively to job satisfaction; meanwhile, functional conflict was related positively to job satisfaction. Moreover, there was a positive relationship between integrating, obliging, avoiding and compromising style and job satisfaction; however, dominating style had a negative relationship with job satisfaction.

KEY WORDS: CONFLICT MANAGEMENT STYLE/ DYSFUNCTIONAL  
CONFLICT/ FUNCTIONAL CONFLICT/ JOB SATISFACTION/  
JOB PERFORMANCE

144 pages

ความสัมพันธ์ของรูปแบบการจัดการความขัดแย้งต่อความพึงพอใจในงานของพนักงานและผลของงานในโรงแรมระดับห้าดาวในกรุงเทพมหานคร

THE RELATIONSHIP OF CONFLICT MANAGEMENT STYLE ON EMPLOYEE'S JOB SATISFACTION AND JOB PERFORMANCE IN FIVE-STAR HOTELS IN BANGKOK

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#### บทคัดย่อ

งานวิจัยชิ้นนี้มีวัตถุประสงค์เพื่อศึกษาบทบาททั้งสองประเภทของความขัดแย้ง ประกอบด้วยความขัดแย้งที่ส่งผลเชิงลบและความขัดแย้งที่ส่งผลเชิงบวกที่ส่งผลกระทบต่อความพึงพอใจในงานและมุ่งมั่นที่จะศึกษาความสัมพันธ์ระหว่างการจัดการความขัดแย้งและความพึงพอใจในงานเช่นเดียวกับการสัมพันธ์ของความพึงพอใจในงานและผลของงานของพนักงานในโรงแรมระดับห้าดาวในกรุงเทพมหานคร การเก็บข้อมูลแบบสอบถาม 400แบบสอบถามในโรงแรมระดับห้าดาวในกรุงเทพฯ โดยการใช้การนำแบบสอบถามไปให้ผู้ตอบด้วยตนเอง ผลการวิจัยชี้ให้เห็นว่ามีความสัมพันธ์ระหว่างความพึงพอใจในงานและผลของงาน นอกจากนี้ความขัดแย้งเชิงลบยังมีความเกี่ยวข้องกับความพึงพอใจในงานลดลง ในขณะที่ความขัดแย้งที่ส่งผลเชิงบวกที่ส่งเสริมความพึงพอใจในงาน นอกจากนี้จากการศึกษายังพบว่ามีความสัมพันธ์เชิงบวกระหว่างรูปแบบการร่วมมือร่วมใจ แบบยินยอม แบบหลีกเลี่ยง แบบประนีประนอมและความพึงพอใจในงาน อย่างไรก็ตามรูปแบบการแข่งขันแสดงความสัมพันธ์เชิงลบกับความพึงพอใจในงาน

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## **CHAPTER I**

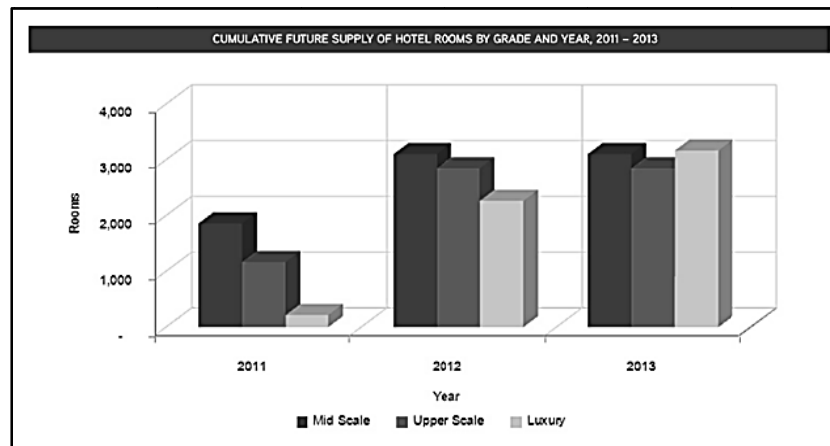
### **INTRODUCTION**

#### **1.1 Background**

In the industry service especially in the hotel, it is indicated that “service in the hotel is a skill of facilitate customer who aim to take vacation or business out of their home or country and spend over a night in the hotel” (Hayes & Ninemeier 2004). It is known that with the first smile and warmth welcoming from the hotel staffs is the worth more than the degree in the college. Accordingly, the employees who are going to work in the hotel will be trained and generate the organizational culture so as to have a positive viewpoint to work in the hotel industry. In general, facing constant pressure, improving performance and developing the structure are the major factors that an organization in the hospitality industry has to deal with (Al-Ababneh 2010).

It is not surprising that five-star hotel is where the preferred customers and the workforces would like to stay and choose to work in. The standard of five-star hotel is generally providing some exclusive that is rarely found, the standard of five-star hotel is about providing the good experiences to hotel guests. In order to maintain the level of service standard, workforces are the most significant factors and make a huge difference in service sector (Peterhans 2010).

In Thailand, hotel industry is playing an increasing and playing a critical role in the growth of the Thai economy as the country tend to invest more on industrialized and service-based economy rather than agricultural. Based on Colliers International (2011) reported the significant amount of upper/Luxury scale hotel rooms will be dramatically increasing more than the Mid-Scale hotel rooms as shown in Figure 1.1



**Figure 1.1** The growth rate of mid-scale, upper scale and luxury hotels in Bangkok

Team effort is as important part of effective management for each department as treating guests in the hotel. In the hotel industry, basically it comprises of specialty departments such as front office, housekeeping, accounting, kitchen, food & beverage service, engineering, reservation, sale & marketing, administration and human resource. (Hayes & Ninemeier 2004). Generally, the main task in the hotel organization will be divided into two parts which comprise of the front office or operation and the back office or administration.

The front office is defined as the service operations in terms of customer contact and participation in conversional process, meanwhile the working in the back office has no customer contact and engages documentation and/or materials processing operations (Nedyalkov 2010). Accordingly, the basic job remains the same, however front office staffs need high levels of interpersonal skills to interact successfully with customers. The back office' employees are required competencies that are more technical. It is unavoidable and tends to have conflict when workforces have a high degree of cooperation with colleagues from other departments and a low level of cooperation between supervisors and their subordinates create conflict (Violetta 2012).

As hotel industry is a form of an intense interaction between employees and consumer and employees which involve departmental interaction (Karatepe & Kilic 2009). Tensions, antagonisms, stereotypes, aggressions, frustrations and negative attitude will be a primary part of any organization where workforces have to work and live together (Violetta 2012). At present workforces have increasingly become more



diverse in race, gender, background, and generation therefore workplace has become progressively more challenging for middle management and front or back of the house practitioners to deal with the conflict. Employees both in operational section and back office are having frequent face-to-face or voice-to-voice interactions on purposely or unintentionally with coworkers, consequently, conflicts are unavoidable of any organizations. Normally, some people regard conflict as a negative situation that must be avoided and in some point others have an opinion that conflict is a phenomenon which necessitates management. From this point of view, there is an opportunity for career advancement and personal growth that individuals could try to use conflict for the best advantage (Violetta 2012).

Managers and now a day front of the house employees tend to have conflict and evaluate it as the problematic in the workplace (Yang 2011). In most businesses as well as the hospitality organization, conflict is an effect of generally habitual competition between two or more persons or between various departments. The other sources of conflict in a hospitality operation may cause from individual differences among employees and incompatible goals.

In the meantime, there are many cause of organizational conflict which related to an individual difference, communication, misunderstanding or disagreement from differentiation, conflict with one's role in the organization, groups against one another to achieve their own selfish objectives and external pressures from forces outside the enterprise (Hotepo et al. 2010). Conflict management in the workplace is an issue that every manager or employee have to deal with and live with it at some or other time and as the result may or not be effect to job satisfaction or their individual performance.

## **1.2 Problem Statement**

Hotel industry is obviously defined as the collection of people working together to accomplish the common goal. Team work and or individual are taking on greater importance in today's organization, challenge of working effectively in teams are considerable.

The major problem of all conflicts is usually come from lack of communication, cultural diversity, the differentiation in level of education, language problems, or perhaps gender and age. Meanwhile, people are different from each other in many ways, they may different by competences, abilities and understanding with these individual aptitudes would not fit to the organization goals. So therefore some of employees who donate themselves to work, some employees just estimate the work for stable income then this gap would lead to an unbalanced situation on their performances.

In general, conflict is an important social concept that the organization should recognized and induced strategies to supply with their organizational culture. The ways people handle their conflicts can be immeasurable. At this point, organizational conflict is considered reasonable and a positive indicator of effective organizational management, job satisfaction and job performance (Rahim 2001). At present it is recognized that conflict is essential to organizational productivity. However, the impacts of conflict and the conflict management may affect to job satisfaction and the performance of employee. All employees should estimate that conflicts can be positive site if the problems are resolved in a satisfactory manner that can be enhance the future plan of a hotel operation and also with their team performance.

Accordingly, the conflict is an action where there is disagreement between distinctive team and individual workforce and sometimes the different attitude and perception of the members are also subject to the conflict. Reducing the organizational performance or having negative on job satisfaction and productivity may result from incompatible goals and different interests. Consequently, in the organization it is expected to have an appropriate management of conflict solution.

When the conflict occurs in front of guests, obviously it is improper behavior because conflict directly interferes between employees with employees and employees with customers and should not be tolerated under any circumstances. Accordingly, there should be a technique in a workplace. For example, resolving the conflict should be noted that conflicting argument should instantly go to a back-of-house or in the back office to work thing out. It is essential that maintaining close relationship with all departments so it will be beneficial to each employees

performance and satisfaction and to assessment potential problem areas that going to happen in the future. Still, conflict can be beneficial in helping group members confront reality and create new solution to tough problems.

To sum up, the lack of effective problem solving in conflict management style between employees in all level has shown the affect to individual problem and indirectly to organizational productivity. With the aim to determine conflict, individuals or member in the groups should be able to realize of conflict management then they would be able to implements the technique with the causes of conflict and a key component in developing appropriate conflict resolution strategies (Havenga 2008).

### **1.3 Research Questions**

The purposes of this study are to investigate if there are any relationship between functional conflict and dysfunctional conflict related to employee job satisfaction and performance in the hotel organization, how employees evaluate the outcome of conflict management style toward job satisfaction and performance, lastly if the demographic factors affect to job satisfaction and performance. The research questions will be:

- 1) Is there any relationship between job satisfaction and job performance?
- 2) How does conflict management style relate on job satisfaction?
- 3) Does dysfunctional conflict relate to the level of job satisfaction?
- 4) Does functional conflict relate to the level of job satisfaction?

### **1.4 Research objectives**

- 1) To analyze the association between job satisfaction and job performance.
- 2) To examine relationship between conflict management style and job satisfaction.

3) To determine the relationship between dysfunctional conflict and job satisfaction.

4) To determine the relationship between functional conflict and job satisfaction.

### 1.5 Scope of this study

The structure of this study is roughly arranged as shown below:

Literature review	1 month
Questionnaires preparing	1 month
Data collection	2 months
Data analysis	1 month
Report creation	1 month
Total	6 months

This study has been conducted in order to measure job satisfaction and it related to job performance with four variables including demographic factors, dysfunctional conflict, functional conflict and conflict management style. The 400 questionnaires were allocated to the primary respondents who work in five-star hotel in Bangkok which focusing on both operation and back of the house area. The five-star hotels in Bangkok were selected based on the list of Thai Hotel Association as in the list below.

- 1) Swissotel Le Concorde Bangkok
- 2) The Westin Grande Sukhumvit Bangkok
- 3) Amari Watergate Hotel
- 4) Bangkok Marriott Resort & Spa
- 5) Banyan Tree Bangkok
- 6) DusitThani Bangkok
- 7) Intercontinental Bangkok
- 8) Ramada Plaza Menam Riverside Bangkok
- 9) Shangri-La Hotel, Bangkok
- 10) Sheraton Grande Sukhumvit

- 11) Sofitel Silom Bangkok
- 12) Sofitel Centara Grand Bangkok
- 13) The Conrad Hotel
- 14) Mandarin Oriental Bangkok
- 15) Pullman Bangkok King Power
- 16) Vie Hotel Bangkok
- 17) Centara Grand At Central World
- 18) JW Marriott Bangkok
- 19) Royal Orchid Sheraton Hotel & Towers
- 20) The Sukhothai
- 21) Pathumwan Princess Hotel
- 22) Metropolitan Bangkok Hotel

## **1.6 Rationale of Research**

This study will be as a practical guideline for the hotel's employee, especially, the operational employees whose job has to collaborate with others and the back office employees.

The outcome of this study will benefit the quality of work collaboration among employees and help to encourage job satisfaction related to job performance.

This research will provide an understanding of the influence of dysfunctional conflict and functional conflict on job satisfaction of the employees. It is always wise to prevent the conflict between individuals and work collaboration rather than facing its negative consequences. Due to conflict have highly cost and employees may search process as a way to resolve different arguments among hotel employees, though high level of negative conflict can cause employee dissatisfaction and lead to employee has less product efficiency as well as decreased individual performance.

When conflicts are concerned and resolved, the organization may use this process for increasing employee's creative. As a result, workforces have an opportunity to open and express their opinions and make recommendation that lead to improvements without the fear of conflict.

## **CHAPTER II**

### **LITERATURE REVIEW**

This chapter reviews the related literatures and empirical studies in seven main areas and includes: (1) definitions of conflict (2) definitions of dysfunctional conflict (3) definitions of functional conflict (4) definitions of job satisfaction (5) definitions of job performance (6) definitions of conflict management style (7) definitions of demographics

#### **2.1 Definition of Key Words**

##### **2.1.1 Definition of Conflict**

Conflict is the most common in social organization (Chen et al.2012) and it is inevitable among humans. It is a process in which one party perceives that its interests are being opposed or negatively affected by another party (Lee 2008). Based on Rahim (2001) stated that conflict occurs when two or more social parties interact with one another in dealing with their purpose then their relationships may become opposing or unpredictable.

Rahim (2001) defined the definition of conflict is a collaborative process demonstrated in dissonance, disagreement or incompatibility with or among social parties (i.e., organization, group, individual etc.). Conflict theory has usually focused on conflict management strategies, with respect to individual and work-team effectiveness and efficiency (De Dreu & Beersma 2005). Hitt et al. (2011) defined conflict is a process in which one party observes that its interest are being disputed or negatively affected by another party. Whereas, Hotepo et al. (2010) studied that conflict may occur between individuals and between groups and it is accepted as a part of organizational life.

Organizational conflict can be viewed as a disagreement that appears when values of different individuals, goals, interests or groups are contrary with each other. Another explanation of conflict would be

“...a progression of community collaboration including an effort over claims to properties, desires, beliefs, status, power and other preferences. The simply trying to obtain approval of a preference is extended from the aims of the parties in conflict or to the excesses of injuring, eliminating opponents or securing a resource advantage, or. (Bisno, 1988, pp. 13–14)...”

Conflict may happens when one person's behavior interferes with, blocks, obstructs or in some other way makes another's behavior less affective (Mazaheri et al. 2011).

Analoui and Kakabadse (1993) described that there are different perceptions on conflict which inevitably result in a lack of compromise and some confusion among employees and practitioners. As a result of confusing, with the aspect of discontent at work, practitioners may try to avoidance, punishment, gossip and self-help. This means that the practitioners involved in intentions, motives and the decisions made for expressing their experienced displeasure.

Another related issue that De Dreu and Beersma (2005) studied on the outcome of conflict was shown in soft result which includes turnover intentions, organizational commitment, individual well-being and welfare and job satisfaction. It is also stated that effected in increasing performance causes from functional conflict under the specific environment that happens in the work team which including an individual and work-team effectiveness and productivity. Chen et al. (2012) suggested that conflicts are the negative factors which have negative impact on job satisfaction and employees performance. De Dreu and Beersma (2005) pointed out that if there are too many conflicts in organization, it will lead to staff aggression and it will be affect to job satisfaction. Hotepo et al. (2010) examined that conflict is a displeasing point in any organization on condition that people compete for power, recognition, jobs, resources, and security.

In a hospitality service, commonly in the most business, conflict is an outcome of environmental contention between two or more individuals or between various parties. It will be used to protect inactivity by emphasizing in problems which



need to be resolved. Moreover, conflict facilitates both groups and individuals to express and continue their uniqueness and common purpose and promotes unity (Nicolaides 2010). Meanwhile, according to Thomas (1992) defined conflict as a process that begins when one party has a perception that the other parties has negatively affect or will negatively affect, something that are interests of the first party.

Yang (2010) suggested that conflict is more likely to personal conflict and is defined as personal difference focusing on interpersonal dissatisfaction and dislikes, including animosity, tension and annoyance.

Leong (2010) describes conflict as a natural disagreement arising from persons or group members that varied in attitudes, trusts, values or needs. It can also initiate from personality differences and past competition.

Conflict has an important financial and moral implication, including decreased overall productivity and wasting valuable time managing the conflict for the negative side. Nonetheless, though conflict has enormous destructive potential but it can contribute to an organization's achievement by stimulating innovation for the positive side (Otero et al 2008).

In this study, conflict is a result from incompatibility and or opposition in activities, goals or interaction between individual or social party which involve with emotional and behavior affected to individual and team work. Conflict is a result of different statuses, values or perceptions based on behavioral expectation.

### **2.1.2 Definition of Dysfunctional conflict**

Hotepo et al. (2010) highlighted that conflict is multidimensional with both dysfunctional and functional conflict. It stated that conflict has both positive refer to functional conflict and negative effects refer to dysfunctional conflict.

Based on the research Hitt et al. (2011) demonstrated that dysfunctional conflict is conflict that interfere with performance and causes from several reasons. Conflict can cause people to manage their own goals at the expense of achievement of organizational goals. As a result of the study, conflict can have negative effects on individual, behavior and interpersonal relationship. Massey and Dawes (2007) emphasized that dysfunctional conflict is considered to decrease member satisfaction

and team performance because it is related to pressure and resentment, furthermore it can divert workers from their task performance.

According to Massey and Dawes (2004) defined dysfunctional conflict is believed to reduce member satisfaction and team performance, due to it generates antagonism and tension during the work and distract workforce from their task performance. As a result, dysfunctional conflict is unhealthy and related with negative outcomes, e.g. disadvantage of organization, and associated with dissatisfaction, poor individual and poor performance.

According to previous research, Miao et al. (as cited in Behfar, Peterson, Mannix, & Trochim, 2008; De Dreu & Van Vianen, 2001; De Dreu & Weingart 2003) found that relationship and process conflict are being dysfunctional conflict or negative impact as the outcomes.

Analen (2010) defined the definition of relationship conflict that it is a conflict related to emotional and typically includes tension, irritation and hostility among employees. This kind of conflict often includes individual differences as well as opinion differences and preference non-task issues, antagonism and annoyance between individuals.

Simons and Peterson (2000) indicated that relationship conflict has negative affects toward group decision quality in many related way. Originally, relationship conflict limits the information evaluating capability of the group since group members spend their energy and time focusing on each other rather than on the group problems. Formerly, relationship conflict controls group members in the function by rising anxiety levels and pressure.

Lastly, relationship conflict motivates threatening or antagonistic attributed to other group members' behavior. With these results it can generate conflict and create a self-fulfilling prediction of shared antipathy.

In addition, relationship conflict refers to social emotional or relational disagreements that are generally correlated with feelings of irritation and opposing. It tends to be associated with a diversity of negative consequences, lower quality decision, reduced satisfaction and commitment toward others, less compromise over issues, less acceptance of decision, and poorer overall group performance (Bono et al. 2002).

In this study, dysfunctional conflict is detrimental to decision quality, generating dislike and tension among individual and group members, reducing team performance caused from pressure and resentment. Dysfunctional conflict is defined as relationship conflict which resulting from threatening pressure and tension of issues which members concern more on themselves in their group rather than other group problems.

### **2.1.3 Definition of Functional conflict**

When it motivates creativity, it can be constructive and restoration previous conditions, the educational of personal attitude, and the development of human capabilities to operate interpersonal differences which is considered as functional conflict (Hotepo et al. 2010). Massey and Dawes (2003) indicated that functional conflicts are productive, develop performance and support the company's goals. It particularly involves people who are willing to listen to one another and honestly interested in solving a problem.

Encouraging functional conflict is a better way to generate new ideas and enhance team's performance. It contains gathering team whichever to preserve or analyze ideas depended on the facts rather than on the basis of subjective preference or administrative concerns. Future research by Massey and Dawes (2007) pointed out that functional conflict is supposed to have advantageous effects in manager affiliations. Where functional conflict is demonstrated, individual would feel honest to open their mind and to stimulate others' ideas, attitudes, and conclusions and accept for others' perspectives even when parties disagree. In contrast, conflict can be destructive when it creates opposition to transform, creates confusion in association or interactive relations, raises mistrust, generates a sense of loss, or expanding the gap of misunderstanding.

Based on previous research Miao et al. (2010) have categorized task conflict as being positive and it relates to functional conflict. Task conflict can examine to increase the team performance and be creative (Khan, Afzal & Rehman 2009). Task conflict encourages team members' ability and recognition about decision-making effectiveness. Regarding to Mills and Schulz (2009) found that task conflict is

often observed as being beneficial as it is encouraged debate over issues, related to better quality initiatives, and that it facilitates more effective resources utilization.

In contrast to dysfunctional conflict, task conflict is collaborated with better quality group judgment, greater work environment using combination style of conflict management, and increase agreement with the group decision, improves group performance and desire members to persist in the group (Bono et al. 2002).

Based on previously researchers, task conflict has usually been related with beneficial effects. It encourages members to have a quality of decision as a result from allowing team members to understand and discuss about the problems or issues. Another outcome of useful of task conflict is effective to improve group decision and inspires members to stay in the group. Consequently, the positive outcome causes from the pleasure of relationship between group members that have an opportunity to raise their own opinion on the issues that is being decided by the team members.

In addition, De Dreu and Beersma (2005) agreed that task conflict is identified to activate information processing and to lead members to consider multiple attitudes and various problem solutions. Task conflict also prevents unreasonable agreement of majority, and thus it should enhance individual creativity, decision making quality and team work effectiveness in general. In other words, functional conflict is defined as positive challenging of ideas, assumptions, beliefs, respect for other's viewpoint, consultative interactions useful give and take (Massy & Dawes 2004).

In this study, functional conflict defines as the conflict that encourage acceptance of group decision which allow members to voice their opinion in the issues. It motivates creativity and increases the understanding of each member attitude by identifying diverse perception.

#### **2.1.4 Definition of job satisfaction**

There are many researchers that defined the meaning of job satisfaction in different approach. Dupnock (2010) stated that job satisfaction can refer on how people feel about their jobs and it is something that initiate from internal factors that have an influence on how employee feel with their job. Based on his study, it is shown that job satisfaction is directly connected to work efficiency together with an

individual happiness, pleasure with their job, working professionally and being promoted in a suitable period. When employee satisfy with their job, it will encourage their happiness among team member and also make the team member has an excitement in workplace.

Another study of Wubuli (2009) also agreed that job satisfaction is related to the role of employee who tend to achieve and success on the job in the workplace. It is imply that job satisfaction leads to a feeling of accomplishment, promotion appreciation and reach the final goals. Employees who have favorable attitude toward job satisfaction tend to have a good feeling of people at work. Moreover, job satisfaction is the content in which people dislike or like their job. In another word, it is a combination of positive and negative feeling employees have result on their work and also associate the individual behavior in the organization. Additionally, job satisfaction is the arrangement of environmental circumstances, physiological and psychological that cause person inspire with their job.

In general, job satisfaction indicated as positive feeling toward job's assessment that allow to fulfill the values of its job with the needs or an enjoyable sensitive state which resulting from job experiences. Various studies have shown that employee's working performance and organizational commitment will be affected by job satisfaction. (Ramli&Zailani2011).

Job satisfaction has been described in a verity ways as results of many researchers. Accordingly, Gallardo et al. (2010) stated that job satisfaction is usually regarded to the general attitude toward the job and defined as the individual feeling toward his/her job.

Rumman (2011) refers to job satisfaction provides peace of mind, employee relaxation and this relates to extend in work enthusiasm and concentrate onwork innovation and initiation. Job Satisfaction describes as an achievement appearing from work and a sense of completeness, this feeling is not involving in making money or has nothingto do with making money and or asking permission to leave or any features.

Analen (as cited in Spector 1997) states that an individual or group job satisfaction are important part of team work well-being and ultimately to the well-being of organization. If employees are partially satisfied with job, then employee can

work but not be able to work with full productivity. Job satisfaction is an overall affective orientation on the part of an individual toward work roles which they are presently occupied.

According to Chen et al. (2012) agreed that one of the most important variables in organization behavior is job satisfaction. It is measured that employees are more likely having positive attitude toward job due to employees are having a higher level of job satisfaction. The positive outcomes of job satisfaction have shown in an increasing in employee's organizational commitment and tend to decrease in searching for a new job and employees positively maintains to work in the organization longer.

Job satisfaction refers to as an individual's positive emotional reactions to a particular job in which the actual outcomes resulting from comparison of an individual work that are anticipated desired and deserved (Oshagbemi2000). Meanwhile, Rungruangchaikit (2008) defined job satisfaction is a personal thing which positively effects to the feeling or emotional state that a perception of each individuals based on a variable of the work itself and the situation of work.

Job satisfaction has been described as opportunities for future career, creativity and job consistency of the individual's value which includes items related to job description (Toker2011). Therefore, job satisfaction relates to a pleasurable emotional resulting from one's job evaluation as facilitating or accomplishing the job values accomplishment.

In study, job satisfaction is the general attitude or feeling of an individual or group on how they estimate their job depending on experiences and job's value. Job satisfaction is directly related to work proficiency and effectively together with the sense of happiness, enjoyable and pleasure with their job.

### **2.1.5 Definition of Job performance**

Performance is playing significant role of the successful team work and together with the individual. In order to meet company's goals, providing service or producing products and lastly to succeed in competitive advantage that their employees specialized in, manufacturing or organizations need their employees to perform highly per unit.

Based on the historical research described in Kahya (2007) refers that job performance related to core task activities. Job evaluation classified these kinds of activities which emphasis on task and assessment of task frequency, for example filling project paper and closing sale for a sales job.

Performance has been defined as the level of an individual's work achievement after having effort (Hayward 2005). In the context of individual performance, it is believed that ability and motivation are the important variables influencing primary performance. Deadrick and Gardner (2008) pointed out that a high level of an individual performance can achieve when highly motivated known as can do, and a typical type of performance that an individual achieves over a period of time is will do. Based on previous researches by Sonnentag and Frese (2001) stated that performance is the manufacturing hires one to do on what they specialize in, and they have to do it well. Therefore, performance can be explained as a distribution of the outcomes over a specified period of time.

According to Zacher et al. (2010) argued that job performance is not only involved with the core tasks of one's job have to perform but also collaborating with others and helping organization in order to complete task.

Karatepe et al. (2009) highlighted that performance is defined as an individual employee on the level of productivity on job related behaviors and outcomes. The outcome of performance depends on factors rather than an individual's behavior.

Performance is a multidimensional concept. Kahya (2009) explained that job performance is identified in two broad classes which including task performance and contextual performance. Task performance relates to the patterns of behaviors which directly included producing of goods, services or activities. Whereas, Huan et al. (2011) defined task performance is the ability with core task of one's job are completed.

Task performance describes as an individual's competency in which he or she performs and these activities can contribute to the organization's technical center (Sonnentag&Frese 2001).Five factors will be indicated to task performance which including specific job capability, non-job capability, communication and written

capability, and administration in the event of leadership position or supervisor and administration or management.

In the current work, task performance is determined as the proficiency with which employees perform activities that are recognized as part of the jobs, actions that contribute to the company's technical core either directly to technological process or indirectly related to materials or services (Kahya 2009).

Meanwhile, contextual performance defines as the actions or activities which do not divide to the technical core but it supports the company, community and emotional situation in which to pursue company's goals. It is stated that contextual performance includes being trustworthy member, willing to help colleagues in the organization and making recommendation on how to improve working procedure, these finding as the behaviors (Sonnentag&Frese 2001).

Whereas, contextual performance describes as an individual effort that are indirectly associated to their main task function, however it is significant because it develops the organizational social, and serves as the crucial stimulus for task activities processes (Kahya2009). Contextual performance is about team work effectiveness causes from employee coordinate and helps others colleagues to complete mission, assist supervisors or give an idea to improve structural process. According to Griffin et al. (2000) agreed that contextual performance refers to behaviors that support the environment in which the technical core operate.

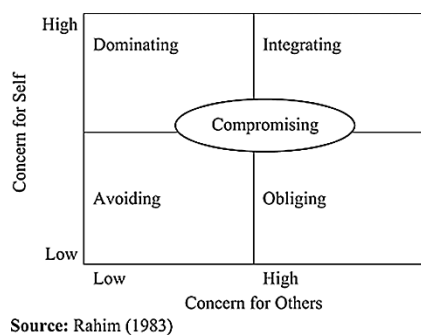
In this study job performance is not only defined by the employee activities in producing goods or services but also by determination and evaluative processes that workers are willing to help coworkers and making a suggestion on the working process in order to achieve company's goals. It appears that job performance probably can lead to the organization effectiveness.

#### **2.1.6 Definition of conflict management style**

Conflict management style is the general attitude reflected in responding to conflict in exchanged interactions of individuals. While conflict management style have been approached from different perceptions (Rizkalla et al. 2008). According to Holt and DeVore (2005) defined conflict management style as the process used by parties in conflict to reach a settlement.



During the year numerous models of conflicts management style have been implemented (Lee 2008). Chen et al (as cited in Rahim 1983) distinguished the style of conflict management in two related elements which comprises of consider for self and consider for others. The conflict management conceptualization of Rahim and Bonoma (1979) is the most popular (Kantek& Gezer 2009) as shown in Figure 1 (Rahim 1983). On the purpose of managing conflict effectively, some styles may be more suitable than others depending on the situations



**Figure 2.1** Classification of conflict management styles (Rahim 1983)

The five conflict styles that arise from numerous combinations are illustrated below

#### **2.1.6.1 Integrating style**

Integrating style defines as the conflict management style which employees have a high level of concerning about themselves as well as others. It indicates that an individual or party tend to seek a win-win situation throughout collaborating (Chen et al. 2012). Hitt et al (2011) studied that a win-win situation happens when both parties get what they want. It means that parties must work together in identify solutions in which both party can win. A win-win situation would happen if the union decided to accept specific productivity incentives. Lee (2008) found that integrating style is more effective than others styles due to high consider for both self and others. Employees with this style confront directly to conflict and aim to find new innovative solutions focusing on their own needs as well as the others need in order to solve the problems. This style will be effective and use when the employees involve in serious issues and both of parties try to find an alternative that meets both sets of interests (Sportsman & Hamilton 2007).

#### **2.1.6.2 Obliging style**

Obliging style is the style that has low consider for self and high consider for others. This style is trying to satisfy the other party's concern and often ignore self-interests or put others attention above self-interest for keeping relationship (Chen et al. 2012). Hitt et al. (2011) studied that obliging style is also known as "accommodating". An accommodating style response the other party concerns while disregards his/her own concerns which including the situations that terminate own need to please the partner and neglect or reject to reveal one's needs (Lee 2008). It may be useful to use this style when the issue is less important to one party than to the other. This style regards as the individual has low consider for production and high consider for people (Holt & DeVore 2005). This strategy can be use when party or individual eager to yield up something with the chance to get something from other party in exchange.

#### **2.1.6.3 Dominating style**

Dominating style refers to a party with a competing attempt to win the other party. Other names of this style include forcing and competing (Hitt et al. 2011). Chen et al. (2012) defines the dominating style that employees ignore other's feelings and have a high level of considerate themselves. It is implied that one party or individual tries to meet self-interest and take no sympathy on how the conflict will affect others. This style is also identified with win-lose situations which replies on the use of position power, the use of violence and the use of verbal dominance (Lee 2008). This style is useful when quick and precise action is required, when an unpopular course of action must be taken, or when the other party will take advantage of noncompetitive behavior (Hitt et al. 2011). In addition, it will be advantage to use this style to stand up for the rights, and trying to win or protecting a position you believe is correct (Sportsman & Hamilton 2007).

#### **2.1.6.4 Avoiding style**

This style refers to a party who exhibits an avoiding response neglects both own concerns and those of the other party (Hitt et al. 2011). Lee (2008) pointed out that employees have low concerns for themselves and other party. This

style has been correlated with evading situations, bypassing and withdrawing, an employee who avoid to solve the conflict will be failed to satisfy own concern as well as the other party's concerns. It is also stated that avoiding style is motivated by a desire to remove or control a conflict (Koc 2010). Avoiding action involves withdrawal from argument which employees generally fail to solve the problems. An avoiding style may be necessary to allow emotions to cool down or as a means of delaying decisions until effective solutions can be found in the party (Hitt et al. 2011). In the study of Sportsman & Hamilton (2007) found that avoidance may take the form of postpone the issues until finding a better time for resolution or basically withdraw from an intimidating situation.

#### **2.1.6.5 Compromising style**

Compromising style refers to the style that finds the common solution in which both parties give up with issues to reach a shared interest (Rizkalla et al. 2008). While Chen et al (2012) focused that employees who use compromising style will give up a thing to share corporate interests with other parties, accordingly it shows suitable level of consider for both themselves and others. Compromising style occurs when both parties give in to some degree on an issue or set of issues in which a party tries to partially meet both concerns and those of the other party (Hitt et al. 2011). This style is likely to the situation that employee give and take while both of parties give up something to accept the decision of others (Lee 2008). Koc (2010) highlighted that compromising is best defined as sharing style is illustrated by a preference of each party to hand over something, which may be explained as a partial victory. This style will be helpful when both of the parties have equal power when both of them settlement the complex problems (Hitt et al. 2011). Lee (2008) found that with the strategic topics this style will be used in handing the issues.

In this study, conflict management style defined as the behavior patterns or management style that an individual or party use to deal with the conflicts. The practical conflict management style has been described in five patterns which including integrating style, obliging style, dominating style, avoiding style and compromising style.

### **2.1.7 Definition of demographics**

Demographics define as people's segmentation, such as age, gender, education, occupation and income (Kesornbua 2010). Demographics can be defined as a people's characteristics where difference exists on one or more relevant dimensions such as gender, age, and education, in practice, there are more important dimensions also exist which including age, religion, social class, marital status, sexual orientation, personality, functional experience (e.g. marketing, finance, accounting), and geographical background (Hitt et al. 2011). In addition, demographic can be describes as the characteristics of a person which including variables group based on age, gender, income, family size, education, occupation, race, nationality and religion (Karppinen 2010). In addition, Testa& Mueller (2009) defined some of the important demographics factors which include age, gender, marital status and tenure in the organization. Demographics is also explained as 'socioeconomic groups' which characterized by age, gender, level of education, income, etc. (Schoeni et al. 2005). Dotson & Clark (2004) indicated that there are four main factors of demographics in hotel measurement study: gender, income, marital status, position, children and age.

In this study "demographics" defines as an individual characteristic which comprising of age, gender, marital status, income, education, position and tenure.

### **2.1.8 Definition of five-star hotel**

Accommodations and lodgings can be classified in several ways which including quality of facilities and services, target market, comparative statistics and type of services provided to the guest (Stutts&Wortman 2006). According to Walker (1996) hotels may be classified consistent with location, price, and type of services offered. Alternatively, the hotel industry may be segmented according to price which describing the highest price as luxury hotel and the lowest price for budget hotel, city center hotels are described as luxury, first class, mid-scale and suites where they meet the needs of the traveling public for business, suites and also offer a range of accommodation and service, resort is explained as luxury, mid-scale, economy and suites for leisure and travelers who visiting beaches and mountain scenery, airport is defined as mid-scale and economy suites. Many airport hotels concern a high occupancy due to the large number of travelers both arriving and departing. Casino

hotel is defined as luxury, mid-scale and economy. In the US, casino industry is turn into financial mainstream as a significant segment of the entertainment industry. Casino hotels is not only offering accommodations but also providing full service, especially for gambling, restaurants, an entertainment complex such as theater. Full service hotels offer a wide range of facilities, services and amenities, including multiple food and beverage outlets, meeting and convention and catering services. Economy and budget hotels offer clean, reasonably sized and furnished rooms.

However, the American Automobile Association (AAA) classifies hotels by Diamond Award, the AAA has been inspecting and rating the nation's hotel since 1977. The diamond rating is the most widely recognized system using in classify the hotel. An accommodation establishment applies for evaluation voluntarily and can receive one to five diamonds depending on the quality of services and facilities it provides (Stutts&Wortman 2006). Furthermore, ranking properties can be accomplished by governmentsor department responsible for promoting tourism, private organization or by guide books. The ranking is usually closely tied to price. A one-star ranking is often going to be considered a budget accommodation. The ranking might be state as:

- \*\*\*\*\* Outstanding, one of the best in the country
- \*\*\*\* Excellent, top-quality design and service
- \*\*\* Very good
- \*\* Good
- \* Average

In some countries, the government ranks all hotels as they obtain licensing to operate. Each country's ranking criteria is different but in general gives similar guidelines to the traveling public (Weissinger 2000). The key criteria for every rating are cleanliness, maintenance, quality of furnishings and physical appointments, services and the degree of luxury offered (Vallen&Vallen 2009).

\*

One-star accommodations should be clean and comfortable and worth the prices charged when compared to other accommodation in the area. If they are below average in price, they may receive a checkmark for good value in addition to the one star. They offer a minimum of services, these may be not be 24 hour front desk or phone service. They may be no restaurant, the furniture will not be luxurious. Housekeeping and maintenance should be good, service should be courteous.

\*\*

Two-star accommodations have more to offer than one-star and will include some but not necessarily all of the following, they should provide better quality furniture, larger bedrooms, restaurant on the premises, TV in all room, direct-dial phones, room service, swimming pool. The cleanliness and comfort are essential.

\*\*\*

Three-star hotels include all of the facilities and services mentioned in the two-star rating. If some are lacking, and the place receives three-star, it means that some other amenities are outstanding. A three-star establishment should offer a very pleasant travel experience to every customer.

\*\*\*\*

Four-star and five star hotels present the outstanding service. Bedrooms should be larger than average, furniture should be of high quality, all of the essential extra services should be offered, personnel should be well trained, courteous, and anxious to please. The standards of quality are high and the prices will often higher than average. A visit in a four-star hotel should be memorable.

\*\*\*\*\*

Five-star hotel is awarded which go beyond comfort and service to deserve the description "one of the best in the country". It requires a superior restaurant, although it may not be rated as highly as the accommodations. Twice-daily maid service is standard in these five-star hotels. Lobbies will be places of beauty and furnished in antiques. Each guest will be made to feel that he or she is a Very Important Person to the employees.

**Figure 2.2** Criteria for rating U.S. hotels (Vallen&Vallen, 2009 ;Stutts&Wortman 2006)

In this study, five-star hotel refers to the outstanding service and standard that go beyond comfort and describes as one of the best hotel in the country.

## **2.2 Empirical and Related Studies**

### **2.2.1 The empirical and related studies on the relationship between demographic factors and job satisfaction.**

The numerous studies have showed the research on relationship between demographics characteristics and job satisfaction. The study proved that tenure was related to job satisfaction, based on the study stated that levels of working experiences tend to increase the positive emotion on job satisfaction in the service setting. As a result, employee has ability to deal with problems with more effectively and the acceptance of the organization environment (Testa& Mueller 2009). Bedeian at al. (1992) also approved that tenure seems affected on job satisfaction because tenure has been judged a legal and defensible basic for disturbing organizational rewards and making staffing decision. In addition, staff's tenure was significantly associated with the overall level of job satisfaction. Sarker et al. (2003) determined that tenure appears to be a better predictor of job satisfaction due to satisfied workers seem to remain in the organization and appearing to gain rewarding beneficial, while dissatisfied workers leave to attain occupation elsewhere.

Regarding to the past studies suggested that there is no significant relationship between gender and job satisfaction among employees in the hotel organization (Frye & Mount, 2007) or between gender and job satisfaction among hotel managers (Burke et al 2008).

Moreover, a high education of hotel employees are less satisfied with their jobs than those with low level of education (Lam et al., 2001). Employees with well-educated profiles would expect more from their jobs than those with low profiles. In fact, the lower of employee's education level, the more likely there is to be satisfaction.

Scott et al (2005) stated that age, marital status and education are not related to job satisfaction. Al-Zoubi (2012) found that married employees exposed the higher levels of job satisfaction more than the single employees among IT personnel working in Taiwan. Moreover, Gallado et al (2010) stated that the more of employee level of education, the more of dissatisfaction in the job. Similarly to the study by Al-Zoubi (2012) examined that high level of education caused low level of job satisfaction based on the collected data from 1,500 employees in the study field due to increased education is related to higher expectations.

On the other hand, Bhutto et al. (2012) found that age has positive relationship with overall job satisfaction among members in the faculty as the result from the grow older of employee. Sarker et al. (2003) discovered that there is a positive relationship between age and job satisfaction among hotel employees in Thailand.

According to Groot & Brink (1999) found that income has a significant influence on job satisfaction. The evidence is found in the previous research as the association between income, and job satisfaction and between education level and job satisfaction. Brown et al (2007) supported that the level of salary slightly influenced on job satisfaction which based on the surveyed of 16,266 workers and employees who work in the institutions more than 800 to examine the factors of pleasure at work. However, Al-Zoubi (2012) identified that the level of the salary is a secondary variable and caused dissatisfaction when the quality of work were limited. Additionally, Bhutto et al (2012)'study found that income is the causes of job dissatisfaction. These are due to the feeling of unfairness and comparison on other career which discovered that university professors who receive high income have low job satisfaction because they believe that other PhD employees who work in other industries earn more than them (Bender & Heywood 2005).

Although, Rungruangchaikit (2008) found there is a significant relationship between income and job satisfaction.

In contrast, based on the previously studies examined that there is negatively relationship between high level of education and job satisfaction than less educated workers (Clark 1997). Groot & Brinks (1999) also demonstrated that gender has significant in determine of job satisfaction between men and female workers. In



the main study finding that women tend to have a higher level of job satisfaction than men. It is due to women have more freedom of options to choose whether to work or not. In contrast, Rungruangchaikit (2008) found that male staffs were slightly satisfied with their jobs than the female staff. According to Kim (2005) also found that women employees who work at Seoul Metropolitan Government in Korea were likely to satisfy with the jobs than men as gender was the only motivated factor on job satisfaction among demographics variables.

Furthermore, Al-Zoubi (2012) found the strong relation between worker's position and job satisfaction in the governmental organization and private sectors. It is stated that job satisfaction increase when the worker pleasure with the rank of position and indicated that the status of position influenced on how employee satisfied with their professional accomplishments. According to Luddy (2005) also supported that a higher level of position increase a higher levels of job satisfaction due to the benefits that were provided such as payment, more challenge in work and better working conditions.

Besides August & Waltman (2004) found that the level of faculty commitment was one of the significant factor of job satisfaction. Tuzun (2013) also found the correlation between job satisfaction and department, nevertheless, the result did not identify which department consider to the level of satisfaction. It showed that employees were satisfied with their department when employees distinguish with groups.

### **2.2.2 The empirical and related studies on the relationship between demographic factors and job performance.**

Referring to job performance, Shaffril& Uri (2010) reported that age is an important factor of job performance due to the high level of work performance is caused by the older of the employee (Jabroun and Balakrishnan 2000).

In gender factor, based on previous studies by Crawford and Nonis (1996) and ShaifulAnuar, et al (2009) reported that gender did not have a significant effect on work performance. However, Peiperl& Trevelyan (1997) discussed age, gender and marital status was not found to be significant associated with performance among graduated students in MBA programmes. Al-hamadi (2008) indicated that gender

show positive relationship to job performance in hospital of nurses. Additionally, Kaushal&Janihua (2011) revealed that males appeared to have a higher creativity and cooperation than females.

In term of marital status factor Peiperl& Trevelyan (1997) found that there is no relationship between marital status with performance of graduates on MBA programmes. Selmer &Lauring (2011) also noted that marital status showed positive correlation on work performance.

In the level of education group Al-Ahmadi (2009) stated that level of education is negatively associated with job performance which indicated that the high level of education related to the low level of job performance in nursing due to the insufficient compensation related to higher education and limited for career advancement. Ariss and Timmins (1989) indicated that the low level of education decreased the level of work performance of employee.

In income group, Dieleman et al. (2003) analyzed that financial and non-financial incentive both influence on work performance. Azman et al. (2009) also supported that the factor that drive for better work performance was driven from the relationship between level of income and pay satisfaction in the organization. Another related study of Kanchanopast (2013) found that monthly income was generally has a high effectiveness of work performance. Consistent with Namasivayam et al (2007)'s study reported that payroll raised have been shown to encourage individual performance and therefore lead to performance in organization.

In the position group, Mohamed Shaffril&Jegak (2010) found that there is a significant difference between managers and middle management manager in operation performance. Kaushal and Janjhua (2011) also noted that the managers have shown a high level of performance than the officers.

In tenure group, Kahya (2007) reported that job performance was impacted direct or indirect by working experience. It may lead to better job performance when employees maintain in job knowledge in work experience. Al-Ahmadi (2009) also supported that a year of experiences influence on work performance of nurses in Hospital in Saudi-Arabia.

In department group, based onKahya (2007) found that there is a relationship between department and job performance. The measurement of job

performance was examined by working condition on each department depending on atmosphere, weather condition, smells, noise, office equipment, etc. These conditions have an effect on a level of job performance of employees. In contrast, Marsden & French (1998) indicate that there was no significance affected of overall productivity by decreasing in employees in Revenue and Employment service Department.

### **2.2.3 The empirical and related studies on the relationship of demographic factors, dysfunctional conflict and functional conflict.**

Based on previous studies by Jehn et al (1997) have shown that visible demographic factors (age, sex, race, etc.) motivate dysfunctional conflict or relationship conflict than informational demographic factor (level of education, working experience, organization period or tenure). Additionally, the use of demographic factors for categorize the process can result in hostility, fear and stereotyping (Tsui, Egan, & O'Reilly, 1992). Therefore, the level in which person differs from members in group in visible demographic factors can have reflective effects on conflict that an individual experiences in the group (Jehn et al 1997). Other studies have shown that dysfunctional conflict is more likely to be motivated by age, gender, race and etc. than level of education, working experience and tenure (Alagna, Reddy, & Collins, 1982). This happens due to classifying people on age, gender or races bring an account to an individual quality which may be inappropriate to that task. For instance, when examining an issue which refers to someone's age may make some people feel embarrassing and create annoyance in the group. Similarity suggestion by Byrne (1971) indicated that when group members have more differentiated in demographic factors, it will lead to dysfunctional conflict.

With regard to the relationship between gender and functional conflict both Graziano et al. (1996) and Asendorpf & Wilpers (1998) found that men were more likely to agreeable with conflict more than women.

Past studies by Bono et al (2002), Fincham & Beach (1999) suggested that there is a relationship between social status and conflict in workplace. It is indicated that interpersonal relationship between friends, roommates or married couples had an influence on conflict. There is a possibility to support that marital employees can increase the conflict behavior.

Based on most the past research on type of conflict has investigated as it effect on work and determination in groups as well as it may have an influence on personal relationships. Previous studies have focused on interpersonal level between interactive relationships such as marital partners and dating couples. However, their studies do not distinguish individually status on type of conflicts (Fincham& Beach 1999, Geist & Gilbert 1996, Thomsen & Gilbert, 1997).Consistent with past research by Bono et al (2002) found in work groups that dysfunctional conflict have more detrimental effects on interpersonal relationships than functional conflict.

Regard to department as a relationship to dysfunctional conflict, De Dreu&Beersma (2005) implied that when employees working in groups or departments while having conflict around them may come in conclusion that there are many mistaken with the department, employees themselves and their performing job, then in turn its lead to higher negative feeling with their job.

In term of position as a relationship to conflict, Brewer et al (2002) observed that employees with low level of organizational intend to avoid conflicts with employees who hold high level of position. In additional Pondy (1992) viewed that top management seem to identify internally conflict among groups more than subordinates with lower position. These due to individual with higher position develop the policies and are occupied in non-routine activities, take a small action for disagreement and less flexible in their decision.

Rau (2001) found that cognitive conflict which refers to destructive conflict is related to the tenure and difficulty of team members, affective conflict which refers to constructive conflict is related to the size of organization. Consistent withPelled et al (1999) found that tenure diversity is positively associated with dysfunctional conflict, it appears that tenure differences tend to encourage heated interactions in work groups meanwhile age differences is negatively associated with conflict.

On the other hand, Nicolaides (2010) inferred that conflict is the outcome of environmental competition between one or two persons or between different department in hotel organization and others businesses. The constructive conflict may be used to avoid stagnation by aiming on problems which need to be resolved.

Moreover, conflict benefits both persons and among department to stimulates unity, consistency and common commitment.

Conversely, when focusing on level of education, working experience and organization tenure often determine on how person agree to the tasks. Thus, informational demographic factors are more likely to generate functional conflict than visible demographic factors (Ancona, 1990). As a result, Jehn et al (1997) also reported that a number of differentiations of individual informational demographic factors have positively influence on functional conflict.

#### **2.2.4 The empirical and related studies on the relationship of dysfunctional conflict, functional conflict and conflict management style.**

On the other hand, other researchers gave the assumption that conflict management style might also negatively correlated with dysfunctional conflict (Song et al, 2006). The result from their study supports their assumption that dysfunctional conflict or destructive conflict is positively correlated with dominating and avoiding style. Meanwhile, their study indicated that there is no statistically significant between functional conflict and compromising style, while compromising style are correlated with low level of dysfunctional conflict. According to Ariani&Chashimi (2011)' result evaluated that only the dominating style among the five conflict management styles is a factor that stimulate dysfunctional conflict. Similarly, Menon et al (1996) examine that the finding of relationship between dysfunctional conflict and conflict management style were not statistically significant.

In term of the association between functional conflict and conflict management style, based on the past study show that integrating style has positively correlated with constructive conflict (Dyer and Song 1998, Lam and Chin 2004). In addition, Song et al (2006)'s study found that functional conflict or constructive conflict is positively correlated with integrating and obliging style.

#### **2.2.5 The empirical and related studies on the relationship of conflict management style and job satisfaction.**

Various studies have been analyzed the relationship between conflict management style and job satisfaction. It is found that compromising style is being

used for conflict resolution among world population due to the strategy of the use of compromising style looks for acceptable solution since it generates medium benefits for both sides, meaning that there is no harm for anyone particularly (Vokić&Sontor 2009). Chen et al. (2012) found that there is relationship between group satisfaction and the conflict management style. The study showed that integrative conflict-management style is positively related to group satisfaction than avoiding styles. Meanwhile, Lee (2008) also found that integrating style, obliging style and compromising style are positively affected to employee satisfaction toward their supervisor due to integrating style allow employee to raise their own opinion and integrate other's viewpoint in order to solve the problems and to satisfy each other. Song et al. (2006) found that integrating and obliging styles decrease the emergence of constructive conflict and produce innovation performance. Based on the study of Shih&Susanto (2010) also supported that integrating style is valuable to civil servant performance, since the public agencies may provide training courses to employees' skill in integrating style which is helpful to their job performance.

Conversely, using avoiding and dominating styles showed the lower level of employee satisfaction. Basically, it is believed that integrating and compromising styles associate to creating a typical consider about task and also motivating searching information about solution, both of two styles lead to positive performance. However, dominating, obliging and avoiding styles are usually showing the lack of participation, which could result in inadequate information for decision, declining of decision quality and consequently impractical for improving team performance (Friedman et al 2000, Kurtzberg& Mueller 2005, Bao& Wang 2008). This results related to the study by Song et al. (2006) propose that avoiding and dominating conflict management style cause destructive conflict and reduce innovation performance. On the other hand, avoiding style sometimes associated with effectiveness and high team functioning (De Dreu& Van Vianen 2001).

#### **2.2.6 The empirical and related studies on the relationship of conflict management style and job performance.**

Based on the past studies examined that conflict management style influence on a range of constructive outcomes, in addition to integrating style, is

positively correlated with performance (Deutsch 1990, Rahim 2000, Montoya-Weiss et al. 2001). Song et al. (2006) found that integrating and obliging styles decrease the emergence of constructive conflict and produce innovation performance. It is also supported that integrating style is valuable to civil servant performance, since the public agencies may provide training courses to employees' skill in integrating style which is helpful to their job performance (Shih & Susanto 2010). Meanwhile dominating, obliging and avoiding styles were usually showing the lack of participation, which could result in inadequate information for decision, declining of decision quality and consequently impractical for improving team performance (Friedman et al 2000, Kurtzberg & Mueller 2005, Bao & Wang 2008) and the theory support this study that dominating style shows negative relationship to job performance. Other past studies by De Dreu & Van Vianen (2001) supported that avoiding style sometimes associated with effectiveness and high team functioning which found in this study.

#### **2.2.7 The empirical and related studies on the relationship between dysfunctional conflict to job satisfaction.**

A significant of previous research evidence has shown that dysfunctional conflict was negatively related to performance in many areas of the operations and can affect to organizational performance (Massey & Dawes 2003 as cited in Barclay 1991; Jaworski & Kohli 1993; Souder 1988). Another finding indicated that relationship conflict is negatively associated with less agreement on issues, lower quality decisions, less acceptance of decision and overall poorer group performance (Bono et al 2002; Jehn 1995). This finding is supported by Simon & Peterson (2000) found that relationship conflict encourage negative attributions of others' behavior lead to have negative effects on group decision making. Dysfunctional conflict refers to negative aspect of conflict which interrupts in communication, cooperation and cohesiveness (Warioba 2008). It is referred that individual who engages in dysfunctional conflict tend to have low level of job satisfaction, reduce concentration on the task and encourage the form of turnover and absenteeism. Warioba (as cited in Wood et al 2003) also stated that dysfunctional conflict is defined as a relationship conflict or socio-emotional conflict as a result of it is related to interpersonal relationships.

Dysfunctional conflict is destructive because it can distract people from other priority task, decrease understanding and increase personality clashes.

#### **2.2.8 The empirical and related studies on the relationship between functional conflict to job satisfaction.**

Numerous studies have shown that functional conflict was negatively related to job satisfaction (Mills & Schulz 2009; De Dreu&Weingart 2005; O'Neill 2011). Anwar et al (2012) also found that task conflict has negatively relationship to employee performance in the commercial banking sector.

Although, De Dreu et al. (2003) stated that task conflict was positively related to job performance. O'Neill (2011) also discovered that task conflict has a relationship to individuals' job satisfaction when the organization supports the employee orientation. Jehn (1995) also proved that task conflict was less negative with individual employee's satisfaction. Task conflict appears to have less harmful, positive consequences and also associated with better quality group decisions, better group performance when task are complex and increase satisfaction (Bono et al 2002; Jehn 1995).

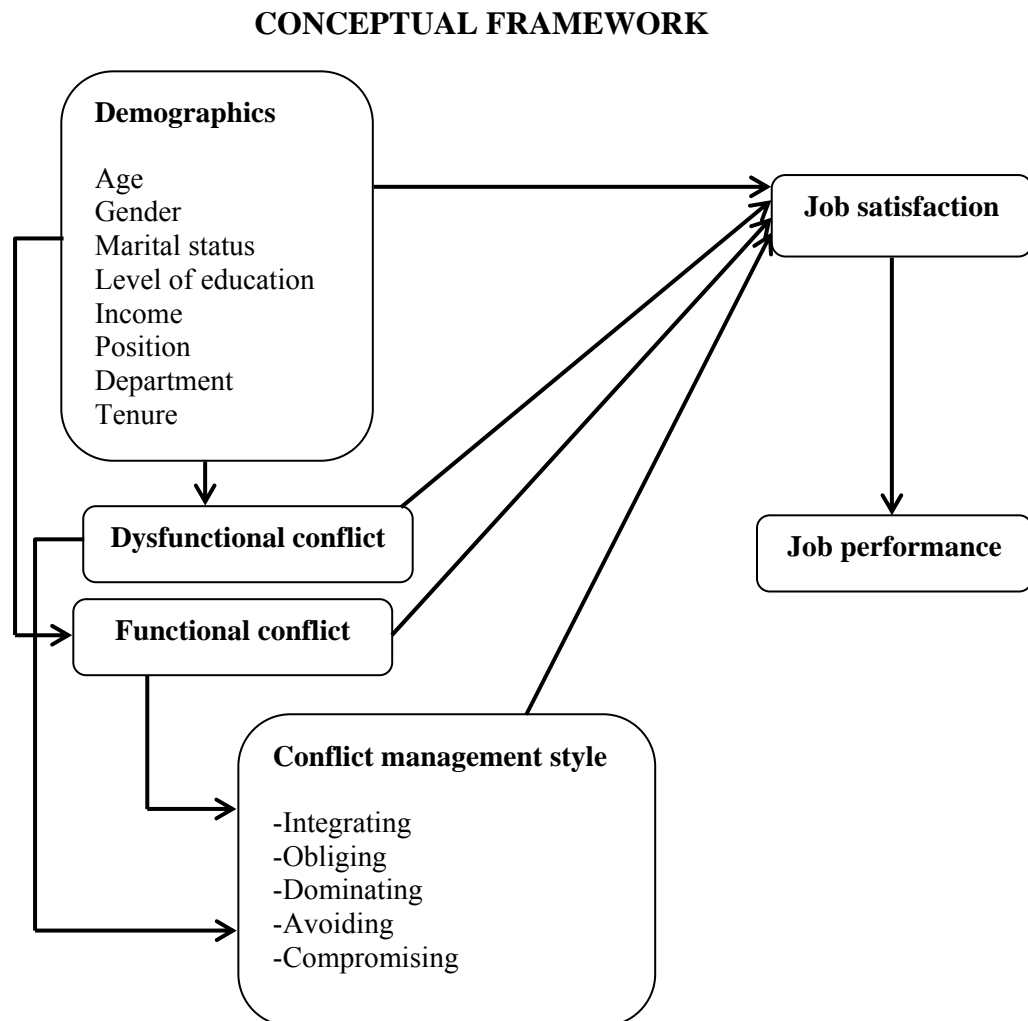
#### **2.2.9 The empirical and related studies on the relationship between job satisfaction and job performance.**

According to Coomber and Barriball (2007) examined that job satisfaction motivate a high level of productivity, more responsibility on the job, improving mental and physical health thus employee will work with having a happy attitude, be able to learn more skills and award with promotion ultimately. Similarly, Vroom (1964) and Dizgah et al (2012) examined the relationship between job satisfaction and performance found a positive correlation for these two variables. Moreover, Nimalathan (2010) also analyzed that the variables which include pay, promotion, job and working condition have positively impact on job performance and supported the study of the relationship between job satisfaction and job performance. Consistent with the past study by Gu, Z &Siu, S. R. C (2008) found that overall employee's satisfaction in casino hotel in Macao have a significantly association with job skills.



## 2.3 Conceptual framework

There are six variables in this study which represent (1) Demographic, (2) Dysfunctional conflict, (3) Functional conflict, (4) Conflict management style, (5) Job satisfaction, (6) Job performance as shown in Figure 2.3



**Figure 2.3**The conceptual framework of this study

This framework is designed to explain the relationship of demographics (age, gender, marital status, level of education, income, position, department and tenure), dysfunctional conflict as well as functional conflict and conflict management style (integrating, obliging, dominating, avoiding and compromising) to job satisfaction and job performance.

## 2.4 Research Hypotheses

The hypotheses are developed and tested based on conceptual framework for this study:

1) Hypotheses one relationship between demographic factors and job performance.

H1.1. There is a relationship between age and job satisfaction.

H1.2 There is a relationship between gender and job satisfaction.

H1.3 There is a relationship between marital status and job satisfaction.

H1.4 There is a relationship between level of education and job satisfaction.

H1.5 There is a relationship between income and job satisfaction.

H1.6 There is a relationship between position and job satisfaction.

H1.7 There is a relationship between department and job satisfaction.

H1.8 There is a relationship between tenure and job satisfaction.

2) Hypotheses two relationship between demographic factors and job performance.

H2.1 There is a relationship between age and job performance.

H2.2 There is a relationship between gender and job performance.

H2.3 There is a relationship between marital status and job performance.

H2.4 There is a relationship between level of education and job performance.

H2.5 There is a relationship between income and job performance.

H2.6 There is a relationship between position and job performance.

H2.7 There is a relationship between department and job performance.

H2.8 There is a relationship between tenure and job performance.

3) Hypotheses three relationship between demographic factors and dysfunctional conflict.

H3.1 There is a relationship between age and dysfunctional conflict.

H3.2 There is a relationship between gender and dysfunctional conflict.

H3.3 There is a relationship between marital status and dysfunctional conflict.

H3.4 There is a relationship between level of education and dysfunctional conflict.

H3.5 There is a relationship between income and dysfunctional conflict.

H3.6 There is a relationship between position and dysfunctional conflict.

H3.7 There is a relationship between department and dysfunctional conflict.

H3.8 There is a relationship between tenure and dysfunctional conflict.

4) Hypotheses four relationship between demographic factors and functional conflict.

H4.1 There is a relationship between age and functional conflict.

H4.2 There is a relationship between gender and functional conflict.

H4.3 There is a relationship between marital status and functional conflict.

H4.4 There is a relationship between level of education and functional conflict.

H4.5 There is a relationship between income and functional conflict.

H4.6 There is a relationship between position and functional conflict.

H4.7 There is a relationship between department and functional conflict.

H4.8 There is a relationship between tenure and functional conflict.

5) Hypotheses five relationship between dysfunctional conflict and conflict management style.

H5.1 There is a relationship between dysfunctional conflict and integrating.

H5.2 There is a relationship between dysfunctional conflict and obliging.

H5.3 There is a relationship between dysfunctional conflict and dominating.

H5.4 There is a relationship between dysfunctional conflict and avoiding.

H5.5 There is a relationship between dysfunctional conflict and compromising.

6) Hypotheses six relationship between functional conflict and conflict management style.

H6.1 There is a relationship between functional conflict and integrating.

H6.2 There is a relationship between functional conflict and obliging.

H6.3 There is a relationship between functional conflict and dominating.

H6.4 There is a relationship between functional conflict and avoiding.

H6.5 There is a relationship between functional conflict and compromising.

7) Hypotheses seven relationship between conflict management style and job satisfaction.

H7.1 There is a relationship between integrating style and job satisfaction.

H7.2 There is a relationship between obliging style and job satisfaction.

H7.3 There is a relationship between dominating style and job satisfaction.

H7.4 There is a relationship between avoiding style and job satisfaction.

H7.5 There is a relationship between compromising style and job satisfaction.

8)Hypotheses eight relationship between conflict management style and job performance.

H8.1 There is a relationship between integrating style and job performance.

H8.2 There is a relationship between obliging style and job performance.

H8.3 There is a relationship between dominating style and job performance.

H8.4 There is a relationship between avoiding style and job performance.

H8.5 There is a relationship between compromising style and job performance.

9) Hypotheses night relationship between dysfunctional conflict and job satisfaction.

10) Hypotheses ten relationship between functional conflict and job satisfaction.

11) Hypotheses eleven relationship between job satisfaction and job performance.

## **CHAPTER III**

### **RESEARCH METHODOLOGY**

This chapter provides an overview of this study designed which divided into 3 sections: research design, population and sample determination and data collection and data collection and research procedure.

#### **3.1 Research design**

Base on the objectives of this study and the conceptual framework that has been described. This study designed to focus on the relationship of dysfunctional conflict and functional conflict to conflict management style and the relationship of demographic factors to job satisfaction and job performance, and lastly the relationship between job satisfaction and job performance in five-star hotel in Bangkok. The groups of population were divided in two groups, one for the operation employees and another one for office employees. In order to gathering the data, a quantitative method was used to collect the data. Statistical data was used as an average to attain the necessary information for this quantitative. As a quantitative study, the questionnaires were provided to respondents by the contribution to human resource department.

#### **3.2 Population and Samples Size**

The sample size for this study was calculated based on Yamane's formula (Yamane 1967) which the equation below:

$$n = \frac{Z^2(pq)}{E^2}$$

Where  $n$  = Number of sample size

$Z^2$  = The confidence interval at the confident level 95% in standard error units ( $Z=1.96$ )

$p$  = The estimate proportion of expectation ( $p=0.5$ )

$q$  = ( $1 - p$ ), or estimated proportion of failures

$E$  = The acceptable of margin error that plus or minus an errorfactor( $E = 5\%$ )

$$n = \frac{(1.96)^2 \times (0.5 \times 0.5)}{(0.05)^2}$$

$$n = 384.16 \approx 400$$

In this study the population targets the employees in five-star hotels in Bangkok.

### 3.3 Data Collection and Questionnaires

The process of distribution the questionnaires was used self-administrative to human resource department in order to require for the authorization. The questionnaire was divided in two parts, the first part was providing the general information of respondents including questions related to demographics which include age, gender, level of education, income, marital status, position and tenure. The second part was asked about factors affecting conflict management which including type of conflict, conflict management style, job satisfaction and job performance. The respondents will be asked to respond to each item on a 7-point scale: 1 = strongly disagree, 2 = Disagree, 3 = somewhat disagree, 4 = neither agree nor disagree, 5 = somewhat agree, 6 = Agree, 7 = strongly agree. The statistical software package SPSS for window was used to analyze the entire data for the quantitative method.

An introduction letter and a statement of this research were distributed together with the questionnaires to human resources. Afterward, researcher called for the feedback if the authorization were allowed to distribute the questionnaires to their employees. Then managers would hand out the questionnaires to their employees, who were given two weeks to complete. The completed questionnaires were deposited with

human resources. Formerly researcher used self-administrative to collect all of questionnaires from the hotels and verify the questionnaires in order to ensure the confidentiality of the information obtained.

### **3.4 Face validity and reliability assessments**

#### **3.4.1 Face validity**

In an attempt to test the validity of the questionnaire, five questionnaires were spread out to 5 people in the target group. In order to certify that each question is reasonable and simple to understand whether adjust each question to reach the validity by 5 attendances.

#### **3.4.2 Reliability analysis**

30 employees in five-star hotel were chosen to test the valid questionnaires. Then to be checked the reliability using Cronbach's Alpha as a tool. The justified figure is more than 0.7. The result of tested thirty questionnaires found that all of them have Cronbach's Alpha more than 0.7 by the lowest was 0.880 from functional conflict. Therefore the questionnaire is applied further for 400 employees in five-star hotel in Bangkok. The result found that the lowest was 0.880 from functional conflict as well and the highest also was 0.952 from integrating style as indicated by the table 3.1 Reliability Analysis below;



**Table 3.1** Reliability analysis

No.	Variables	Cronbach's Alpha
1.	<u>Dysfunctional conflict</u> 1) Tensions between I and coworker normally increase when working together in group. 2) I generally displeasure having to work with my coworker during the project. 3) I and my coworker have emotional tensions during the project. 4) I and my coworker have a little personal hostility throughout the project. 5) I and my coworker have personality arguments evident.	.902
2.	<u>Functional conflict</u> 1) I and my coworker have a consultative collaboration 2) I and my coworker use give and take during the project. 3) I and my coworker have different opinions or views focused on issues regarding the work being done with my coworker. 4) Even with people who oppose some issues, I respect their viewpoints. 5) I and my coworker have productive challenge of attitudes, ideas and assumptions on issues with other coworker. 6) I and my coworker are comfortable about bringing up disagreeing viewpoint	.880
3.	<u>Integrating style</u> 1) I examine an issue with my coworker to find a suitable solution. 2) I try to combine my coworker's ideas together with mine to discover a final decision. 3) I aim to work with coworker to find resolutions in order to satisfy our expectations on problems. 4) I exchange accurate knowledge with coworker to resolve a problem together. 5) I attempt to bring all issues out in order to resolve problems in the best way. 6) I try to work with coworker for an appropriate understanding of issues. 7) I encourage my coworker to express their feeling and opinions fully.	.952

**Table 3.1** Reliability analysis (cont.)

No.	Variables	Cronbach's Alpha
4.	<u>Obliging style</u> 1) I try to satisfy the needs of others and my coworker. 2) I try to help coworker not to lose face when there is a disagreement. 3) I feel it is important not to hurt my coworker's feeling. 4) I usually tend to surrender to my coworker. 5) I often get along with the recommendations of my coworker. 6) I adjust to other parties' interests and goals.	.883
5.	<u>Dominating style</u> 1) I use my influence to get my ideas accepted. 2) I use my authority to make a decision in favor. 3) I use my expertise to make a decision in favor. 4) I sometimes use my power to win a competitive situation of a problem. 5) I usually hold on to my solution to a problem. 6) I fight for a good result for myself.	.936
6.	<u>Compromising</u> 1) I try to find a middle way to resolve an issue. 2) I negotiate with others so that a compromise can be reached. 3) I try to investigate an issue in order to find a solution agreeable to both of myself and my coworker. 4) I try to minimize the differences to approach a compromise.	.936
7.	<u>Job satisfaction</u> 1) I am satisfied with my own working method. 2) I am satisfied with my salary. 3) I am enjoyable with my job. 4) I am passionate in my job. 5) I am satisfied with my chances for promotion. 6) I am willing to extend to work longer in a day than I expect. 7) I have less feeling of searching for a new job. 8) I am satisfied that my job provides me security. 9) I am satisfied when my colleagues get along together. 10) I focus on work creativity and initiation.	.925

**Table 3.1** Reliability analysis (cont.)

No.	Variables	Cronbach's Alpha
	11) I am satisfied that I have an opportunity to perform up to my ability. 12) I am pleased that I have a freedom to use my own judgment at work. 13) I am satisfied that I have an opportunity to work on my own.	
8.	<u>Job performance</u> 1) I am capable of completing my job when I have a limited time. 2) I work until reaching the final goal. 3) I am effective in my job. 4) I am performed better than any other employees who perform the same job. 5) I am producing high-quality of work. 6) I can carry out the core parts of my job well. 7) I am proficient to fulfill the specific job. 8) I am willing to help my coworker to get a job done. 9) I am generally successful in dealing with unexpected events (disturbances, crises and stagnations) in my job. 10) I am doing well in adjusting to change and develop myself through my job. 11) I am sociable in co-operation with my coworkers. 12) I am efficient in consultation with my coworkers. 13) I can come up with an idea to improve my job to be done.	.951

## **CHAPTER IV**

### **RESULTS OF DATA ANALYSIS**

This present chapter defines the data analysis result which purpose to achieve the research objective and test the hypothesis of this study, based on the data collection of 400 questionnaires from hotel employee's in five-star hotel in Bangkok. The data were analyzed by using the SPSS (Statistical Package for Social Scientists) computer package to test the relationships among variables. Then, frequency analyses were used to examine the participants' demographics such as gender, age, income, level of education, position, department and tenure. Independent sample t-test was performed to examine if significant mean score difference exist between gender and job satisfaction, job performance, dysfunctional conflict and functional conflict. While F-test of ANOVA was performed to examine the significant mean score differences that might exist among age, income, level of education, position, department and tenure toward job satisfaction, job performance, dysfunctional conflict and functional conflict. Lastly, Pearson correlation analysis were used to determine the strength of relationship between dysfunctional conflict and conflict management style, functional conflict and conflict management style, conflict management style and job satisfaction, conflict management style and job performance, job satisfaction and job performance.

#### **4.1 Profile of respondents**

A total of 400 questionnaires were distributed to hotel's employee in five-star hotel in Bangkok which based on the standard of Thai Hotel Association list. The personal information variables in the study were gender, age, income, level of education, position, department and tenure. The composition of the respondents was shown in table 4.1 below.

**Table 4.1:** Descriptive Statistic of Demographic Factors

<b>Gender</b>	<b>No.</b>	<b>Percent</b>
Male	193	48.25
Female	207	51.75
<b>Age</b>	<b>No.</b>	<b>Percent</b>
Less than 25	59	14.75
25 – 34	186	46.50
35 – 44	102	25.50
45 – 55	44	11.00
More than 55	9	2.25
<b>Marital Status</b>	<b>No.</b>	<b>Percent</b>
Single	233	58.25
Married	160	40.00
Others	7	1.75
<b>Level of Education</b>	<b>No.</b>	<b>Percent</b>
Under Bachelor's degree	107	26.75
Bachelor's degree	260	65.00
Master's degree	33	8.25
<b>Income</b>	<b>No.</b>	<b>Percent</b>
Less than 15,000 THB	72	18.00
15,001 – 30,000 THB	194	48.50
30,001 – 40,000 THB	85	21.25
More than 40,000 THB	49	12.25
<b>Position</b>	<b>No.</b>	<b>Percent</b>
Officer	212	53.00
Supervisor	99	24.75
Assistance	36	9.00
Manager	49	12.25
Others	4	1.00
<b>Department</b>	<b>No.</b>	<b>Percent</b>
Front Office	62	15.50
Housekeeping	68	17.00
Kitchen, Food & Beverage	113	28.25
Accounting	41	10.25
Sales & Marketing	42	10.50
Others	74	18.50
<b>Tenure</b>	<b>No.</b>	<b>Percent</b>
Under 1 year	88	22.00
1 – 2 years	133	33.25
3 – 5 years	73	18.25
More than 5 years	106	26.50

Table 4.1 illustrated the descriptive statistics for a variety of demographic factors. The sample group was comprised of 193 males (48.25%) and 207 (51.75%). In the age category, 14.75% of the hotel employees are less than 25 years old; 46.50% of the hotel employees are between 25-34 years old; 25.50% of hotel employees are between 35-44 years old; 11.00% of hotel employees are 45-55 years old; and 2.25% of hotel employees are over 55 years old. For marital status, 58.25% of hotel employees are single and 40% of hotel employees are married while 1.75% of hotel employees are divorce, single mother and engaged.

In terms of level of education, 26.75% of hotel employees have an education under bachelor's degree, while 65.00% of hotel employees have bachelor's degree and 8.25% of hotel employees have master's degree.

In terms of income per month, 18.00% of hotel employees have income less than 15,000 THB; 48.50% of hotel employees have income between 15,001-30,000 THB; 21.25% of hotel employees have income between 30,001-40,000 THB; and 12.25% of hotel employees have income more than 40,000 THB.

Furthermore, most of hotel employees are officer (53.00%), followed by 24.75% are supervisor and 12.25% are manager, 9.00% are assistant and 1.00% are Managing Director and Executive Assistant Manager.

The data in table 4.1 reveals that among 400 hotel employees, about 15.50% are from Front Office; 17.00% are from Housekeeping; 28.25% are from Kitchen, Food & Beverage; 10.25% are from Accounting; 10.50% are from Sale & Marketing and 18.50% are from Fitness, Spa, Human Resource, Security, Butler and Engineer.

Lastly, 22.00% of hotel employees have worked in the hotel less than 1 year; 33.25% of hotel employees have worked between 1-2 years; 18.25% of hotel employees have worked between 3-5 years; and 26.50% have worked in the hotel more than 5 years.

## 4.2 The role of personal information (demographics variable) on job satisfaction and job performance

In order to answer the research objective, hypothesis was derived to examine the difference between personal information variables on job satisfaction and job performance.

### Hypotheses 1 relationship between demographic factors and job performance

#### H 1.1: There is a relationship between age and job satisfaction

**Table 4.2** Age different toward job satisfaction

Job satisfaction	Age	N	Mean	Std. Deviation	F	Sig.
I am enjoyable with my job.	Less than 25	59	5.39	.929	3.238	.012*
	25-34	186	5.90	1.146		

\*Sig. at 0.05 level

Table 4.2 F-test showed that job satisfaction had statistically significant differences for age in term of “I am enjoyable with my job” which significant value at .012\* lower than 0.05; accordingly the result can be illustrated that employee whose age less than 25 and between 25-34 have differently enjoyable with their job. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.3** Post Hoc Bonferroni of Age different toward job satisfaction

Bonferroni				
Job satisfaction	(I) age	(J) age	Mean Difference (I-J)	Sig.
I am enjoyable with my job.	Less than 25	25-34	-.508*	.025

\*Sig. at 0.05 level

Table 4.3 showed more detail of the different relationship between age and job satisfaction. The results found that employee whose ages between 25-34 were more likely to enjoy the job more than employee whose age less than 25.

**H1.2: There is no relationship between gender and job satisfaction.**

**H1.3: There is a relationship between marital status and job satisfaction.**

**Table 4.4** Marital status different toward job satisfaction

<b>Job satisfaction</b>	<b>Marital status</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>F</b>	<b>Sig.</b>
I am satisfied with my own working method.	Single	233	5.66	1.190	4.618	.010*
	Married	160	5.76	1.258		
	Others	7	4.29	2.870		
I am satisfied with my salary.	Single	233	5.09	1.560	3.609	.028*
	Married	160	5.48	1.332		
I have less feeling of searching for a new job.	Single	233	5.19	1.494	4.547	.011*
	Married	160	5.59	1.280		
I am satisfied that my job provides me security.	Single	233	5.42	1.324	6.206	.002*
	Married	160	5.81	1.073		

\*Sig. at 0.05 level

Table 4.4 F-test showed that job satisfaction had statistically significant differences for marital status in term of “I am satisfied with my own working method.”, “I am satisfied with my salary.”, “I have less feeling of searching for a new job.” and “I am satisfied that my job provides me security.” which significant value as follow at .010\*, .028\*, .011\* and .002\* lower than 0.05 ; accordingly the result can be illustrated that employee single, married , divorce and single mother have differently concern with job satisfaction. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.



**Table 4.5** Post Hoc Bonferroni of Marital status different toward job satisfaction

Job satisfaction	Bonferroni		Mean Difference (I-J)	Sig.
	(I) marital status	(J) marital status		
I am satisfied with my own working method.	Others	Single	-1.371*	0.014
		Married	-1.471*	0.008
I am satisfied with my salary.	Single	Married	-.395*	.029
I have less feeling of searching for a new job.	Single	Married	-.405*	.017
I am satisfied that my job provides me	Single	Married	-.386*	.008

\*Sig. at 0.05 level

Table 4.5 showed more detail of the different relationship between marital status and job satisfaction. The results found that employee who single and married are satisfied with their own working method more than employee who divorce or single mother. Employee who married were likely to satisfy with salary, have less feeling of searching for a new job and satisfy that their job provides them security more than employees who single.

#### **H1.4: There is a relationship between level of education and job satisfaction.**

**Table 4.6** Level of education different toward job satisfaction

Job satisfaction	Level of education	N	Mean	Std. Deviation	F	Sig.
I am satisfied with my own working method.	Under bachelor's degree	107	5.18	1.491	12.230	.000*
	Bachelor's degree	260	5.83	1.134		
	Master's degree or higher	33	6.06	1.088		

\*Sig. at 0.05 level

Table 4.6 F-test showed that job satisfaction had statistically significant differences for level of education in term of “I am satisfied with my own working method.” which significant value at .000\* lower than 0.05 ; accordingly the result can be illustrated that employee who got under bachelor's degree, bachelor's

degree, master's degree or higher have differently concern with job satisfaction. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.7** Post Hoc Bonferroni of Level of education different toward job satisfaction

<b>Bonferroni</b>				
<b>Job satisfaction</b>	<b>(I) level of education</b>	<b>(J) level of education</b>	<b>Mean Difference (I-J)</b>	<b>Sig.</b>
I am satisfied with my own working method.	Under bachelor's degree	Bachelor's degree	-.649*	0.000
		Master's degree or higher	-.883*	0.001

\*Sig. at 0.05 level

Table 4.7 showed more detail of the different relationship between level of education and job satisfaction. The results found that employee who got bachelor's degree and master's degree or higher were likely to satisfy with their own working method more than employee who got under bachelor's degree.

#### **H1.5: There is a relationship between income and job satisfaction.**

**Table 4.8** Income different toward job satisfaction

<b>Job satisfaction</b>	<b>Income</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>F</b>	<b>Sig.</b>
I am satisfied with my own working method.	Less than 15,000 THB	107	5.18	1.491	10.042	.000*
	15,001 – 30,000 THB	260	5.83	1.134		
	30,001 – 40,000 THB	33	6.06	1.088		
	More than 40,000 THB					
I am satisfied when my colleagues get along together.	Less than 15,000 THB	107	5.69	1.190	4.140	.007*
	30,001 – 40,000 THB	33	6.25	.975		
I focus on work creativity and initiation.	Less than 15,000 THB	107	5.63	1.323	3.444	.017*
	30,001 – 40,000 THB	33	6.13	.842		

\*Sig. at 0.05 level

Table 4.8 F-test showed that job satisfaction had statistically significant differences for income in term of “I am satisfied with my own working method.” and “I am satisfied when my colleagues get along together.” and “I focus on work creativity and initiation.” which significant value as follow at .000\*, .007\* and .017\* lower than 0.05 ; accordingly the result can be illustrated that employee whose salary less than 15,000 THB, 15,001 – 30,000 THB, 30,001 – 40,000 THB and more than 40,000 THB have differently concern with job satisfaction. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.9 Post Hoc Bonferroni of income different toward job satisfaction**

Bonferroni				
Job satisfaction	(I) income	(J) income	Mean Difference (I-J)	Sig.
I am satisfied with my own working method.	Less than 15,000 THB	15,000 – 30,000 THB	-.628*	.002
		30,001 – 40,000 THB	-.864*	.000
		More than 40,000 THB	-1.141*	.000
I am satisfied when my colleagues get along together.	Less than 15,000THB	30,001 – 40,000 THB	-.557*	.004
I focus on work creativity and initiation.	Less than 15,000THB	30,001 – 40,000 THB	-.496*	.021

\*Sig. at 0.05 level

Table 4.9 showed more detail of the different relationship between income and job satisfaction. The results found that employee whose salary between 15,000-30,000THB, 30,001-40,000 THB and more than 40,000 THB were likely to satisfy with their own working method more than employee whose salary less than 15,000 THB. Furthermore, employee whose salary between 30,001-40,000THB were likely to satisfy when their colleagues get along together and focus on work creativity and initiation more than employee whose salary less than 15,000 THB.

**H1.6: There is a relationship between position and job satisfaction.****Table 4.10** Position different toward job satisfaction

Job satisfaction	Position	N	Mean	Std. Deviation	F	Sig.
I am willing to extend to work longer in a day than I expect.	Assistance	36	5.94	1.222	2.529	.040*
	Manager	49	5.08	1.826		

\*Sig. at 0.05 level

Table 4.10 F-test showed that job satisfaction had statistically significant differences for position in term of “I am willing to extend to work longer in a day than I expect.” which significant value at .040\* lower than 0.05; accordingly the result can be illustrated that employee whose position as assistance and manager have differently concern with job satisfaction. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.11** Post Hoc Bonferroni of position different toward job satisfaction

Bonferroni				
Job satisfaction	(I) position	(J) position	Mean Difference (I-J)	Sig.
I am willing to extend to work longer in a day than I expect.	Manager	Assistance	-.863*	.020

\*Sig. at 0.05 level

Table 4.11 showed more detail of the different relationship between position and job satisfaction. The results found that employee whose position as Assistance were more likely to willing to extend to work longer in a day more than employee whose position as manager.

### **H1.7: There is a relationship between department and job satisfaction.**

**Table 4.12** Position different toward job satisfaction

<b>Job satisfaction</b>	<b>Department</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>F</b>	<b>Sig.</b>
I am pleased that I have a freedom to use my own judgment at work.	Front office	62	5.61	1.121	2.853	.015*
	Sale&Marketing	42	6.36	.983		
I am satisfied that I have an opportunity to work on my own.	Front office	62	5.77	1.031	2.540	.028*
	Sale&Marketing	42	6.45	.942		

\*Sig. at 0.05 level

Table 4.12 F-test showed that job satisfaction had statistically significant differences for department in term of “I am pleased that I have a freedom to use my own judgment at work.” and “I am satisfied that I have an opportunity to work on my own.” which significant value as follow at .015\* and .028\* lower than 0.05; accordingly the result can be illustrated that employee who work in front office and sale & marketing department have differently concern with job satisfaction. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.13** Post Hoc Bonferroni of position different toward job satisfaction

<b>Bonferroni</b>				
<b>Job satisfaction</b>	<b>(I) department</b>	<b>(J) department</b>	<b>Mean Difference (I-J)</b>	<b>Sig.</b>
I am pleased that I have a freedom to use my own judgment at work.	Front office	Sales & Marketing	-.744*	.005
I am satisfied that I have an opportunity to work on my own.	Front office	Sales & Marketing	-.678*	.011

\*Sig. at 0.05 level

Table 4.13 showed more detail of the different relationship between department and job satisfaction. The results found that employee who work in sales & marketing department were more likely to pleasure that they have a freedom to use their

own judgment at work and satisfy that they have an opportunity to work on their own more than employee who work in front office department.

### H1.8: There is a relationship between tenure and job satisfaction.

**Table 4.14** Tenure different toward job satisfaction

Job satisfaction	Tenure	N	Mean	Std. Deviation	F	Sig.
I am satisfied with my salary.	Under 1 year	88	4.80	1.669	4.011	.008*
	1 – 2 years	133	5.47	1.323		
I am passionate in my job.	Under 1 year	88	5.57	1.182	4.281	.005*
	3 – 5 years	73	6.11	.756		
	More than 5 years	106	5.96	1.077		
I am satisfied that my job provides me security.	Under 1 year	88	5.26	1.450	2.966	.032*
	3 – 5 years	73	5.81	1.174		

\*Sig. at 0.05 level

Table 4.14 F-test showed that job satisfaction had statistically significant differences for tenure in term of “I am satisfied with my salary.”, “I am passionate in my job” and “I am satisfied that my job provides me security.” which significant value as follow at .008\*, .005\* and .032\* lower than 0.05; accordingly the result can be illustrated that employee who work under 1 year, 1-2 years, 3-5 years and more than 5 years have differently concern with job satisfaction. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.15** Post Hoc Bonferroni of tenure different toward job satisfaction

Bonferroni				
Job satisfaction	(I) tenure	(J) tenure	Mean Difference (I-J)	Sig.
I am satisfied with my salary.	Under 1 year	1 – 2 years	-.678*	.005
I am passionate in my job.	Under 1 year	3 – 5 years	-.541*	.005
		More than 5 years	-.394*	.043
I am satisfied that my job provides me security.	Under 1 year	3 – 5 years	-.547*	.036

\*Sig. at 0.05 level

Table 4.15 showed more detail of the different relationship between tenure and job satisfaction. The results found that employee who work 1-2 years were more likely to satisfy with salary more than employees who work under 1 year. Employees who work 3-5 years and more than 5 years were more likely to passionate in their job more than employees who work under 1 year. Furthermore, employees who work 3-5 years were more likely to satisfy that their job provides them security more than employees who work under 1 year.

## **Hypotheses 2 relationship between demographic factors and job performance**

### **H2.1: There is a relationship between age and job performance.**

**Table 4.16** Age different toward job performance

<b>Job performance</b>	<b>Age</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>F</b>	<b>Sig.</b>
I am capable for of completing my job when I have a limited time.	Less than 25	59	5.34	1.226	3.788	.005*
	25-34	185	5.87	1.110		
	More than 55	9	5.84	1.060		
I am producing high-quality of work.	Less than 25	59	5.20	1.095	3.811	.005*
	45-55	44	6.05	.776		
I can carry out the core parts of my job well.	Less than 25	59	5.44	1.038	3.558	.010*
	45-55	44	6.11	.754		
I am proficient to fulfill the specific job.	Less than 25	59	5.20	1.079	5.235	.000*
	25-34	185	5.78	1.099		
	35-44	102	5.84	1.060		
	45-55	44	6.00	.715		

\*Sig. at 0.05 level

Table 4.16 F-test showed that job performance had statistically significant differences for age in term of “I am capable for of completing my job when I have a limited time”, “I am producing high-quality of work”, “I can carry out the core parts of my job well” and “I am proficient to fulfill the specific job” which

significant value as followat .005\*, .005\*, .010\* and .000\* lower than 0.05 ; accordingly the result can be illustrated that employee whose age less than 25, 25-34, 35-44, 45-55 and more than 55 have differently concern with job performance. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.17**Post Hoc Bonferroni of age different toward job performance

Bonferroni				
Job performance	(I) age	(J) age	Mean Difference (I-J)	Sig.
I am capable for of completing my job when I have a limited time.	Less than 25	25-34	-.531*	.015
		More than 55	-1.217*	.024
I am producing high-quality of work.	Less than 25	45-55	-.842*	.002
I can carry out the core parts of my job well.	Less than 25	45-55	-.673*	.018
I am proficient to fulfill the specific job.	Less than 25	25-34	-.582*	.002
		35-44	-.640*	.002
		45-55	-.797*	.001

\*Sig. at 0.05 level

Table 4.17 showed more detail of the different relationship between age and job performance. The results found that employee whose ages between 25-34 and more than 55 were likely to capable of completing job when having limited time more than employee whose age less than 25. Consistent with employee whose age between 45-55 were more likely to producing high-quality of work and carry out the core parts of their job well than employee whose age less than 25. Furthermore, employee whose ages between 25-34, 35-44 and 45-55 were more likely to fulfil the job proficiently than younger employee whose age less than 25.



**H2.2: There is no relationship between gender and job performance.**

**H2.3: There is a relationship between marital status and job performance.**

**Table 4.18** Marital status different toward job performance

<b>Job performance</b>	<b>Marital status</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>F</b>	<b>Sig.</b>
I am effective in my job.	Single	233	5.82	1.081	4.928	.008*
	Married	160	5.92	0.866		
	Others	7	4.71	2.360		
I am performed better than any other employees who perform the same job.	Single	233	5.15	1.366	3.450	.033*
	Married	160	5.49	1.197		
I am producing high-quality of work.	Single	233	5.46	1.366	4.500	.012*
	Married	160	5.78	1.197		
I can carry out the core parts of my job well.	Single	233	5.74	1.157	3.455	.033*
	Married	160	6.03	0.886		

\*Sig. at 0.05 level

Table 4.18 F-test showed that job performance had statistically significant differences for marital status in term of “I am effective in my job.”, “I am performed better than any other employees who perform the same job.”, “I am producing high-quality of work.” and “I can carry out the core parts of my job well.” which significant value as follow at .008\*, .033\*, .012\* and .033\* lower than 0.05 ; accordingly the result can be illustrated that employee who single, married , divorce or single mother have differently concern with job performance. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.19** Post Hoc Bonferroni of marital status different toward job performance

Job performance	Bonferroni		Mean Difference (I-J)	Sig.
	(I) marital status	(J) marital status		
I am effective in my job.	Others	Single	-1.101*	0.017
		Married	-1.223*	0.007
I am performed better than any other employees who perform the same job.	Single	Married	-.342*	.032
I am producing high-quality of work.	Single	Married	-.318*	.020
I can carry out the core parts of my job	Single	Married	-.289*	.029

\*Sig. at 0.05 level

Table 4.19 showed more detail of the different relationship between marital status and job performance. The results found that employee who single and married are effective in their job more than employee who divorce or single mother. Employees who married were likely to perform better than any other employees who perform the same job, producing high-quality of work and carry out the core parts of their job well more than employees who single.

#### **H2.4: There is a relationship between level of education and job performance.**

**Table 4.20** Level of education different toward job performance

Job performance	Level of education	N	Mean	Std. Deviation	F	Sig.
I can carry out the core parts of my job well.	Under bachelor's degree	107	5.60	1.258	4.882	.008*
	Bachelor's degree	260	5.93	1.009		
	Master's degree or higher	33	6.15	0.939		
I am willing to help my coworker to get a job done.	Under bachelor's degree	107	5.68	1.170	5.158	.006*
	Bachelor's degree	260	5.99	0.928		
	Master's degree or higher	33	6.21	0.781		

\*Sig. at 0.05 level

Table 4.20 F-test showed that job performance had statistically significant differences for level of education in term of “I can carry out the core parts of my job well.” and “I am willing to help my coworker to get a job done.” which significant value as follow at .008\* and .006\* lower than 0.05 ; accordingly the result can be illustrated that employee who got under bachelor's degree, bachelor's degree, master's degree or higher have differently concern with job performance. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.21**Post Hoc Bonferroni of level of education different toward job performance

<b>Bonferroni</b>				
<b>Job performance</b>	<b>(I) level of education</b>	<b>(J) level of education</b>	<b>Mean Difference (I-J)</b>	<b>Sig.</b>
I can carry out the core parts of my job well.	Under bachelor's degree	Bachelor's degree	-.329*	0.024
		Master's degree or higher	-.553*	0.030
I am willing to help my coworker to get a job done.	Under bachelor's degree	Bachelor's degree	-.306*	0.022
		Master's degree or higher	-.530*	0.022

\*Sig. at 0.05 level

Table 4.21 showed more detail of the different relationship between level of education and job performance. The results found that employee who got bachelor's degree and master's degree or higher were likely to carry out the core parts of job well andwilling to help their coworker to get a job done more than employee who got under bachelor's degree.

**H2.5: There is a relationship between income and job performance.**

**Table 4.22**Income different toward job performance

Job performance	Income	N	Mean	Std. Deviation	F	Sig.
I am performed better than any other employees who perform the same job.	Less than 15,000 THB	107	4.85	1.480	3.774	.011*
	15,001 – 30,000 THB	260	5.30	1.314		
	30,001 – 40,000 THB	33	5.51	1.130		
	More than 40,000 THB	49	5.43	1.190		
I am proficient to fulfill the specific job.	Less than 15,000 THB	107	5.23	1.386	9.324	.000*
	15,001 – 30,000 THB	260	5.74	.974		
	30,001 – 40,000 THB	33	5.99	.906		
	More than 40,000 THB	49	6.08	.838		
I am efficient in consultation with my coworkers.	Less than 15,000 THB	107	5.46	1.205	6.049	.000*
	15,001 – 30,000 THB	260	5.89	0.989		
	30,001 – 40,000 THB	33	6.04	0.865		
	More than 40,000 THB	49	6.14	0.816		

\*Sig. at 0.05 level

Table 4.22 F-test showed that job performance had statistically significant differences for income in term of “I am performed better than any other employees who perform the same job.”, “I am proficient to fulfill the specific job.” and “I am efficient in consultation with my coworkers.” which significant value as follow at .011\*, .000\* and .000\* lower than 0.05 ; accordingly the result can be illustrated that employee whose salary less than 15,000 THB, 15,001 – 30,000 THB, 30,001 – 40,000 THB and more than 40,000 THB have differently concern with job performance. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.23** Post Hoc Bonferroni of income different toward job performance

<b>Bonferroni</b>				
<b>Job performance</b>	<b>(I) income</b>	<b>(J) income</b>	<b>Mean Difference (I-J)</b>	<b>Sig.</b>
I am performed better than any other employees who perform the same job.	Less than 15,000 THB	30,001 – 40,000 THB	-.661*	.010
I am proficient to fulfill the specific job.	Less than 15,000THB	15,000 – 30,000 THB	-.517*	.000
		30,001 – 40,000 THB	-.763*	.000
		More than 40,000 THB	-.856*	.000
I am efficient in consultation with my coworkers.	Less than 15,000THB	15,000 – 30,000 THB	-.427*	.012
		30,001 – 40,000 THB	-.571*	.002
		More than 40,000 THB	-.678*	.001

\*Sig. at 0.05 level

Table 4.23 showed more detail of the different relationship between income and job performance. The results found that employee whose salary between 30,001-40,000THB, were likely to performed better than any other employees who perform the same job more than employee whose salary less than 15,000 THB. Furthermore, employee whose salary between 15,000-30,000THB, 30,001-40,000 THB and more than 40,000 THB were likely to proficient to fulfill the specific job and efficient in consultation with their coworkers more than employee whose salary less than 15,000 THB.

**H2.6: There is a relationship between position and job performance.**

**Table 4.24** Position different toward job performance

Job performance	Position	N	Mean	Std. Deviation	F	Sig.
I can carry out the core parts of my job well.	Officer	212	5.76	1.170	7.333	.000*
	Manager	49	6.27	.758		
I am doing well in adjusting to change and develop myself through my job.	Officer	212	5.66	1.164	2.793	.026*
	Manager	49	6.18	.697		
I am efficient in consultation with my coworkers.	Officer	212	5.73	1.067	3.291	.011*
	Manager	49	6.22	.715		

\*Sig. at 0.05 level

Table 4.24 F-test showed that job performance had statistically significant differences for position in term of “I can carry out the core parts of my job well.”, “I am doing well in adjusting to change and develop myself through my job.” And “I am efficient in consultation with my coworkers.” which significant value as follow at .000\*, .026\* and .011\* lower than 0.05; accordingly the result can be illustrated that employee whose position as officer and manager have differently concern with job performance. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.25** Post Hoc Bonferroni of position different toward job performance

Bonferroni				
Job performance	(I) position	(J) position	Mean Difference (I-J)	Sig.
I can carry out the core parts of my job well.	Officer	Manager	-.506*	.031
I am doing well in adjusting to change and develop myself through my job.	Officer	Manager	-.528*	.017
I am efficient in consultation with my coworkers.	Officer	Manager	-.498*	.017

\*Sig. at 0.05 level

Table 4.25 showed more detail of the different relationship between position and job performance. The results found that employee whose position as manager were more likely to carry out the core parts of their job well,

doing well in adjusting to change and develop themselves through their job and efficient in consultation with their coworkers more than employee whose position as officer

**H2.7: There is no relationship between department and job performance.**

**H2.8: There is a relationship between tenure and job performance.**

**Table 4.26** Tenure different toward job performance

Job performance	Tenure	N	Mean	Std. Deviation	F	Sig.
I am capable of completing my job when I have a limited time.	Under 1 year	87	5.44	1.327	3.841	.010*
	1 – 2 years	133	5.89	1.035		
	3 – 5 years	73	5.93	.948		
	More than 5 years	106	5.88	1.136		
I am effective in my job.	Under 1 year	87	5.49	1.174	5.365	.001*
	1 – 2 years	133	5.88	.921		
	3 – 5 years	73	6.11	.718		
	More than 5 years	106	5.92	1.188		
I am performed better than any other employees who perform the same job.	Under 1 year	87	4.70	1.448	8.454	.000*
	1 – 2 years	133	5.55	1.069		
	3 – 5 years	73	5.45	1.225		
	More than 5 years	106	5.30	1.374		

\*Sig. at 0.05 level

Table 4.26 F-test showed that job performance had statistically significant differences for tenure in term of “I am capable of completing my job when I have a limited time.”, “I am effective in my job.” and “I am performed better than any other employees who perform the same job.” which significant value as follow at .010\*, .001\* and .000\* lower than 0.05; accordingly the result can be illustrated that employee who work under 1 year, 1-2 years, 3-5 years and more than 5 years have

differently concern with job performance. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.27** Post Hoc Bonferroni of tenure different toward job performance

Bonferroni				
Job performance	(I) tenure	(J) tenure	Mean Difference (I-J)	Sig.
I am capable of completing my job when I have a limited time.	Under 1 year	1 – 2 years	-.450*	.022
		3 – 5 years	-.495*	.033
		More than 5 years	-.411*	.040
I am effective in my job.	Under 1 year	1 – 2 years	-.391*	.035
		3 – 5 years	-.621*	.001
		More than 5 years	-.426*	.025
I am performed better than any other employees who perform the same job.	Under 1 year	1 – 2 years	-.844*	.000
		3 – 5 years	-.748*	.001
		More than 5 years	-.597*	.007

\*Sig. at 0.05 level

Table 4.27 showed more detail of the different relationship between tenure and job performance. The results found that employees who work 1-2 years, 3-5 years and more than 5 years were more likely to capable of completing job when having a limited time, effective in their job and perform better than any other employees who perform the same job more than employees who work under 1 year.

### 4.3. The role of personal information (demographics variable) on dysfunctional conflict and functional conflict

**Hypotheses 3 relationship between demographic factors and dysfunctional conflict**

**H3.1: There is a relationship between age and dysfunctional conflict.**



**Table 4.28**Age different toward dysfunctional conflict

<b>Dysfunctional conflict</b>	<b>Age</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>F</b>	<b>Sig.</b>
Tensions between I and coworker normally increase when working together in group.	less than 25	59	2.44	1.579	4.312	.002*
	25-34	186	2.46	1.497		
	35-44	101	2.71	1.669		
	45-55	44	3.55	1.958		
I and my coworker have personality arguments evident.	less than 25	59	1.88	1.288	3.303	.011*
	25-34	186	2.03	1.463		
	45-55	44	2.80	1.706		

\*Sig. at 0.05 level

Table 4.28 F-test showed that dysfunctional conflict had statistically significant differences for age in term of “Tensions between I and coworker normally increase when working together in group.” and “I and my coworker have personality arguments evident.” which significant value as follow at .002\* and .011\* lower than 0.05; accordingly the result can be illustrated that employee whose age less than 25, 25-34, 35-44 and 45-55 have differently concern with dysfunctional conflict. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.29**Post Hoc Bonferroni of age different toward dysfunctional conflict

<b>Bonferroni</b>				
<b>Dysfunctional conflict</b>	<b>(I) age</b>	<b>(J) age</b>	<b>Mean Difference (I-J)</b>	<b>Sig.</b>
Tensions between I and coworker normally increase when working together in group.	45 - 55	Less than 25	1.105*	.007
		25 - 34	1.086*	.001
		35 - 44	.840*	.041
I and my coworker have personality arguments evident.	45 - 55	Less than 25	.914*	.022
		25 - 34	.763*	.024

\*Sig. at 0.05 level

Table 4.29 showed more detail of the different relationship between age and dysfunctional conflict. The results found that employees whose age between 45-55 were more likely to have tension increasing when working together in group with coworker more than employees whose age less than 25, 25-34 and 35-44. Furthermore, employees whose age between 45-55 were more likely to

have personality arguments evident more than employees whose age less than 25 and between 25-34.

**H3.2: There is no relationship between gender and dysfunctional conflict.**

**H3.3: There is no relationship between marital status and dysfunctional conflict.**

**H3.4: There is a relationship between level of education and dysfunctional conflict.**

**Table 4.30** Level of education different toward dysfunctional conflict

Dysfunctional conflict	Level of education	N	Mean	Std. Deviation	F	Sig.
I generally displeasure having to work with my coworker during the project.	Under Bachelor's	107	2.43	1.727	4.165	.016*
	degree	33	1.55	1.034		
	Master's degree or higher					

\*Sig. at 0.05 level

Table 4.30 F-test showed that dysfunctional conflict had statistically significant differences for level of education in term of "I generally displeasure having to work with my coworker during the project." which significant value at .016\* lower than 0.05; accordingly the result can be illustrated that employee who got under bachelor's degree, master's degree or higher have differently concern with dysfunctional conflict. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.31** Post Hoc Bonferroni of level of education different toward dysfunctional conflict

<b>Bonferroni</b>				
<b>Dysfunctional conflict</b>	<b>(I) level of education</b>	<b>(J) level of education</b>	<b>Mean Difference (I-J)</b>	<b>Sig.</b>
I generally displeasure having to work with my coworker during the project.	Under bachelor's degree	Master's degree or higher	.884*	.015

\*Sig. at 0.05 level

Table 4.31 showed more detail of the different relationship between level of education and dysfunctional conflict. The results found that employees who got under bachelor's degree were likely to displeasure having to work with their coworker during the project more than employees who got master's degree or higher.

### **H3.5: There is a relationship between income and dysfunctional conflict.**

**Table 4.32** income different toward functional conflict

<b>Dysfunctional conflict</b>	<b>Income</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>F</b>	<b>Sig.</b>
I generally displeasure having to work with my coworker during the project.	15,001 – 30,000	194	2.31	1.733	3.316	.020*
	THB	49	1.61	.975		
	More than 40,000					

\*Sig. at 0.05 level

Table 4.32 F-test showed that dysfunctional conflict had statistically significant differences for income in term of “I generally displeasure having to work with my coworker during the project.” which significant value at .029\* lower than 0.05; accordingly the result can be illustrated that employee whose salary between 15,001 – 30,000 THB and more than 40,000 THB higher have differently concern with dysfunctional conflict. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.33** Post Hoc Bonferroni of income different toward functional conflict

<b>Bonferroni</b>				
<b>Dysfunctional conflict</b>	<b>(I) income</b>	<b>(J) income</b>	<b>Mean</b>	<b>Sig.</b>
			<b>Difference (I-J)</b>	
I generally displeasure having to work with my coworker during the project.	More than 40,000 THB	15,001 – 30,000 THB	-.702*	.032

\*Sig. at 0.05 level

Table 4.33 showed more detail of the different relationship between income and dysfunctional conflict. The results found that employees whose salary between 15,001 – 30,000 THB were likely to displeasure having to work with their coworker during the project more than employees whose salary more than 40,000 THB.

**H3.6: There is no relationship between position and dysfunctional conflict.**

**H3.7: There is no relationship between department and dysfunctional conflict.**

**H3.8: There is no relationship between tenure and dysfunctional conflict.**

**Hypotheses 4 relationship between demographic factors and functional conflict**

**H4.1: There is a relationship between age and functional conflict.**

**Table 4.34** Age different toward functional conflict

<b>Functional conflict</b>	<b>Age</b>	<b>N</b>	<b>Mean</b>	<b>Std.</b>	<b>F</b>	<b>Sig.</b>
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				<b>Deviation</b>		
I and my coworker have a consultative collaboration.	less than 25	59	4.95	1.513	4.252	.002*
	25-34	186	5.71	1.456		
	35-44	101	5.63	1.349		
	45-55	44	5.89	.993		
I and my coworker use give and take during the project.	less than 25	59	5.12	1.499	2.920	.021*
	25-34	186	5.77	1.342		
I and my coworker have different opinions or views focused on issues regarding the work being done with my coworker.	less than 25	59	4.15	1.563	6.143	.000*
	25-34	186	5.15	1.472		
	35-44	101	5.18	1.410		
	45-55	44	5.07	1.108		

\*Sig. at 0.05 level

Table 4.34 F-test showed that functional conflict had statistically significant differences for age in term of “I and my coworker have a consultative collaboration.”, “I and my coworker use give and take during the project.” and “I and my coworker have different opinions or views focused on issues regarding the work being done with my coworker.” which significant value as follow at .002\*, .021\* and .000\* lower than 0.05; accordingly the result can be illustrated that employee whose age less than 25, 25-34, 35-44 and 45-55 have differently concern with functional conflict. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.35** Post Hoc Bonferroni of age different toward functional conflict

<b>Bonferroni</b>				
<b>Functional conflict</b>	<b>(I) age</b>	<b>(J) age</b>	<b>Mean Difference (I-J)</b>	<b>Sig.</b>
I and my coworker have a consultative collaboration.	Less than 25	25 - 34	-.761*	.003
		35 - 44	-.678*	.028
		45 - 55	-.937*	.007
I and my coworker use give and take during the project.	Less than 25	25 - 34	-.650*	.010
I and my coworker have different opinions or views focused on issues regarding the work being done with my coworker.	Less than 25	25 - 34	-.993*	.000
		35 - 44	-1.024*	.000
		45 - 55	-.916*	.013

\*Sig. at 0.05 level

Table 4.35 showed more detail of the different relationship between age and functional conflict. The results found that employees whose age between 25-34, 35-44 and 45-55 were more likely to have a consultative collaboration

with their coworker and have different opinions or views focused on issues regarding the work being done with their coworker more than employees whose age less than 25. Furthermore, employees whose age between 25-34 were more likely to use give and take during the project more than employees whose age less than 25.

**H4.2: There is a relationship between gender and functional conflict.**

In this part, T-Test is applied for finding the significant difference between two groups such as gender and independent variable (functional conflict).

**Table 4.36** Gender difference toward functional conflict

Functional conflict	Mean		T	Sig.(2-tailed)
	Male	Female		
I and my coworker use give and take during the project.	5.42	5.81	-2.919	.004*
Even with people who oppose some issues, I respect their viewpoints.	5.35	5.72	-2.842	.005*

\*Sig. at 0.05 level

According to Sig. value was lower than 0.05, therefore above table 4.36 shows that there was the difference between male and female with functional conflict by female employees were more likely to use give and take during the project and respect others viewpoints even with people oppose some issues more than male employees.

**H4.3: There is no relationship between marital status and functional conflict.**

**H4.4: There is a relationship between level of education and functional conflict.**

**Table 4.37** Level of education different toward functional conflict

Functional conflict	Level of education	N	Mean	Std. Deviation	F	Sig.
I and my coworker have different opinions or views focused on issues regarding the work being done with my coworker.	Bachelor's degree	260	4.92	1.474	3.569	.029*
	Master's degree or higher	33	5.64	1.055		

\*Sig. at 0.05 level

Table 4.37 F-test showed that functional conflict had statistically significant differences for level of education in term of “I and my coworker have different opinions or views focused on issues regarding the work being done with my coworker.” which significant value at .029\* lower than 0.05; accordingly the result can be illustrated that employee who got bachelor's degree, master's degree or higher have differently concern with functional conflict. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.38** Post Hoc Bonferroni of level of education different toward functional conflict

Bonferroni				
Functional conflict	(I) level of education	(J) level of education	Mean Difference (I-J)	Sig.
I and my coworker have different opinions or views focused on issues regarding the work being done with my coworker.	Bachelor's degree	Master's degree or higher	-.713*	.024

\*Sig. at 0.05 level

Table 4.38 showed more detail of the different relationship between level of education and functional conflict. The results found that employees who got master's degree or higher were likely to have different opinions or views focused on issues regarding the work being done with their coworker more than employees who got bachelor's degree.

#### H4.5: There is a relationship between income and functional conflict.

**Table 4.39** Income different toward functional conflict

Functional conflict	Income	N	Mean	Std. Deviation	F	Sig.
I and my coworker have a consultative collaboration.	Less than 15,000 THB	71	5.15	1.636	3.251	.022*
	More than 40,000 THB	49	5.78	1.006		
I and my coworker have different opinions or views focused on issues regarding the work being done with my coworker.	Less than 15,000 THB	71	4.52	1.620	3.471	.016*
	More than 40,000 THB	49	5.29	1.208		
I and my coworker have productive challenge of attitudes, ideas and assumptions on issues with other coworker.	Less than 15,000 THB	71	4.85	1.451	4.348	.005*
	30,001 – 40,000 THB	85	4.87	1.609		
	More than 40,000 THB	49	5.61	1.151		

\*Sig. at 0.05 level

Table 4.39 F-test showed that functional conflict had statistically significant differences for income in term of “I and my coworker have a consultative collaboration.”, “I and my coworker have different opinions or views focused on issues regarding the work being done with my coworker.” and “I and my coworker have productive challenge of attitudes, ideas and assumptions on issues with other coworker.” which significant value at .022\*, .016\* and .005\* lower than 0.05; accordingly the result can be illustrated that employee whose salary less than 15,000 THB, between 30,001 – 40,000 THB, more than 40,000 THB higher have differently concern with functional conflict. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.40** Post Hoc Bonferroni of income different toward functional conflict

Bonferroni				
Functional conflict	(I) income	(J) income	Mean Difference (I-J)	Sig.



I and my coworker have a consultative collaboration.	Less than 15,000 THB	30,001 – 40,000 THB	-.633*	.032
I and my coworker have different opinions or views focused on issues regarding the work being done with my coworker.	Less than 15,000 THB	More than 40,000 THB	-.765*	.028
I and my coworker have productive challenge of attitudes, ideas and assumptions on issues with other coworker.	Less than 15,000 THB	More than 40,000 THB	-.767*	.019
	30,001 – 40,000 THB		-.742*	.019

\*Sig. at 0.05 level

Table 4.40 showed more detail of the different relationship between income and functional conflict. The results found that employees whose salary between 30,001 – 40,000 THB were likely have a consultative collaboration with their coworker more than employees whose salary less than 15,000 THB. In addition, employees whose salary more than 40,000 THB were likely to have different opinions or views focused on issues regarding the work being done with their coworker more than employees whose salary less than 15,000 THB. Furthermore, employees whose salary more than 40,000 THB were likely to have productive challenge of attitudes, ideas and assumptions on issues with coworker more than employees whose salary less than 15,000 THB and between 30,001 – 40,000 THB.

#### **H4.6: There is relationship between position and functional conflict.**

**Table 4.41** Position different toward functional conflict

Functional conflict	Income	N	Mean	Std. Deviation	F	Sig.
I and my coworker have a consultative collaboration.	Officer	212	5.71	1.373	2.996	.019*
	Supervisor	99	5.19	1.608		

\*Sig. at 0.05 level

Table 4.41 F-test showed that functional conflict had statistically significant differences for position in term of “I and my coworker have a consultative collaboration.” which significant value at .019\* lower than 0.05; accordingly the result can be illustrated that employee whose position as officer and

supervisor have differently concern with functional conflict. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.42** Post Hoc Bonferroni of position different toward functional conflict

<b>Bonferroni</b>				
<b>Functional conflict</b>	<b>(I) position</b>	<b>(J) position</b>	<b>Mean Difference (I-J)</b>	<b>Sig.</b>
I and my coworker have a consultative collaboration.	Supervisor	Officer	-.516*	.024

\*Sig. at 0.05 level

Table 4.42 showed more detail of the different relationship between position and functional conflict. The results found that employees whose positions as officer were likely have a consultative collaboration with their coworker more than employees whose positions as supervisor.

**H4.7: There is no relationship between department and functional conflict.**

**H4.8: There is a relationship between tenure and functional conflict.**

**Table 4.43** tenure different toward functional conflict

<b>Functional conflict</b>	<b>Tenure</b>	<b>N</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>F</b>	<b>Sig.</b>
I and my coworker have a consultative collaboration.	1 -2 years	133	5.26	1.521	6.997	.000*
	3 -5 years	73	5.95	1.165		
	More than 5 years	105	5.94	1.202		
I and my coworker use give and take during the project.	1 -2 years	133	5.27	1.462	7.166	.000*
	3 -5 years	73	5.86	1.045		
	More than 5 years	105	5.99	1.082		

\*Sig. at 0.05 level

**Table 4.43**tenure different toward functional conflict (cont.)

Functional conflict	Tenure	N	Mean	Std. Deviation	F	Sig.
I and my coworker have different opinions or views focused on issues regarding the work being done with my coworker.	Under 1 year	88	4.43	1.610	6.666	.000*
	1 -2 years	133	5.01	1.428		
	3 -5 years	73	5.27	1.170		
	More than 5 years	105	5.25	1.428		
Even with people who oppose some issues, I respect their viewpoints.	1 -2 years	133	5.35	1.326	3.855	.010*
	3 -5 years	73	5.85	.861		

\*Sig. at 0.05 level

Table 4.43 F-test showed that functional conflict had statistically significant differences for tenure in term of “I and my coworker have a consultative collaboration.”, “I and my coworker use give and take during the project.”, “I and my coworker have different opinions or views focused on issues regarding the work being done with my coworker.” , “Even with people who oppose some issues, I respect their viewpoints.” which significant value at .000\*, .000\*, .000\* and .010\* lower than 0.05; accordingly the result can be illustrated that employees who work under 1 year, 1-2 years, 3-5 years and more than 5 years have differently concern with functional conflict. Then the researcher applied Post Hoc Bonferroni Test to describe more in details.

**Table 4.44** Post Hoc Bonferroni of tenure different toward functional conflict

Bonferroni				
Functional conflict	(I) tenure	(J) tenure	Mean Difference (I-J)	Sig.
I and my coworker have a consultative collaboration.	1-2 years	3-5 year	-.690*	.004
		More than 5 years	-.688*	.001
I and my coworker use give and take during the project.	1-2 years	3-5 year	-.592*	.011
		More than 5 years	-.720*	.000
I and my coworker have different opinions or views focused on issues regarding the work being done with my coworker.	Under 1 year	1-2 years	-.576*	.021
		3-5 years	-.842*	.001
		More than 5 years	-.823*	.000
Even with people who oppose some issues, I respect their viewpoints.	1-2 years	3-5 year	-.503*	.049

\*Sig. at 0.05 level

Table 4.44 showed more detail of the different relationship between tenure and functional conflict. The results found that employees who work 3-5 years and more than 5 years were likely have a consultative collaboration with their coworker and use give and take during the project with coworker more than employees who work 1-2 years. Furthermore, employees who work 1-2 years, 3-5 years and more than 5 years were likely to have different opinions or views focused on issues regarding the work being done with their coworker more than employees who work under 1 year. In addition, employees who work between 3-5 years were likely to respect others viewpoints, even with people who oppose some issues more than employees who work between 1-2 years.

#### **4.4 The correlation of dysfunctional conflict and functional conflict toward conflict management style**

In order to test the correlation of dysfunctional conflict and conflict management style Pearson correlation was used to examine in order to answer the research question and test the hypotheses.

##### **Hypotheses 5 relationship between dysfunctional conflict and conflict management style**

##### **H5.1 There is a relationship between dysfunctional conflict and integrating.**

**Table 4.45** The correlation between dysfunctional conflict and integrating style

Correlations			
		mean dysfunctional conflict	mean integrating style
mean dysfunctional conflict	Pearson Correlation	1	-.386**
	Sig. (2-tailed)		.000
mean integrating style	Pearson Correlation	-.386**	1
	Sig. (2-tailed)	.000	

\*\*. Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.45 shows that there is significant correlation between dysfunctional conflict and integrating style. The correlation value was negative .386 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that integrating style has weak relationship to dysfunctional conflict with  $-.386^{**}$ .

### **H5.2: There is a relationship between dysfunctional conflict and obliging style.**

**Table 4.46** The correlation between dysfunctional conflict and obliging style

Correlations			
		mean dysfunctional conflict	mean obliging style
mean dysfunctional conflict	Pearson Correlation	1	$-.352^{**}$
	Sig. (2-tailed)		.000
mean obliging style	Pearson Correlation	$-.352^{**}$	1
	Sig. (2-tailed)	.000	

$^{**}$ . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.46 shows that there is significant correlation between dysfunctional conflict and obliging style. The correlation value was negative .352 and is significant at .01 level. The value of correlation shows significant between the two variables at .000 which below 0.05. Therefore, it can be illustrated that obliging style has weak relationship to dysfunctional conflict with  $-.352^{**}$ .

**H5.3: There is a relationship between dysfunctional conflict and dominating style.**

**Table 4.47** The correlation between dysfunctional conflict and dominating style

		Correlations	
		mean dysfunctional conflict	mean dominating style
mean dysfunctional conflict	Pearson Correlation	1	.473**
	Sig. (2-tailed)		.000
mean dominating style	Pearson Correlation	.473**	1
	Sig. (2-tailed)	.000	

\*\*. Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.47 shows that there is significant correlation between dysfunctional conflict and dominating style. The correlation value was positive .473 and is significant at .01 level. The value of correlation shows significant of association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that dominating style has moderate relationship to dysfunctional conflict with .473\*\*.

**H5.4: There is a relationship between dysfunctional conflict and avoiding style.**

**Table 4.48** The correlation between dysfunctional conflict and avoiding style

		Correlations	
		mean dysfunctional conflict	mean avoiding style
mean dysfunctional conflict	Pearson Correlation	1	-.313**
	Sig. (2-tailed)		.000
mean avoiding style	Pearson Correlation	-.313**	1
	Sig. (2-tailed)	.000	

\*\*. Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.48 shows that there is significant correlation between dysfunctional conflict and avoiding style. The correlation value was negative .313 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that avoiding style has weak relationship to dysfunctional conflict with  $-.313^{**}$ .

#### **H5.5: There is a relationship between dysfunctional conflict and compromising style.**

**Table 4.49** The correlation between dysfunctional conflict and compromising style

Correlations			
		mean dysfunctional conflict	mean compromising style
mean dysfunctional conflict	Pearson Correlation	1	$-.342^{**}$
	Sig. (2-tailed)		.000
mean compromising style	Pearson Correlation	$-.342^{**}$	1
	Sig. (2-tailed)	.000	

$^{**}$ . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.49 shows that there is significant correlation between dysfunctional conflict and compromising style. The correlation value was negative .342 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that compromising style has weak relationship to dysfunctional conflict with  $-.342^{**}$ .

#### **Hypotheses 6 relationship between functional conflict and conflict management style**

##### **H6.1: There is a relationship between functional conflict and integrating style.**

**Table 4.50** The correlation between functional conflict and integrating style

Correlations			
		mean functional conflict	mean integrating style
mean functional conflict	Pearson Correlation	1	.798**
	Sig. (2-tailed)		.000
mean integrating style	Pearson Correlation	.798**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.50 shows that there is significant correlation between functional conflict and integrating style. The correlation value was positive .386 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that integrating style has strong relationship to functional conflict with .798\*\*.

#### **H6.2: There is a relationship between functional conflict and obliging style.**

**Table 4.51** The correlation between functional conflict and obliging style

Correlations			
		mean functional conflict	mean obliging style
mean functional conflict	Pearson Correlation	1	.564**
	Sig. (2-tailed)		.000
mean obliging style	Pearson Correlation	.564**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.51 shows that there is significant correlation between functional conflict and obliging style. The correlation value was positive .564 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be



illustrated that obliging style has moderate relationship to functional conflict with .564\*\*.

### **H6.3: There is a relationship between functional conflict and dominating style.**

**Table 4.52** The correlation between functional conflict and dominating style

		<b>Correlations</b>	
		mean functional conflict	mean dominating style
mean functional conflict	Pearson Correlation	1	.399**
	Sig. (2-tailed)		.000
mean dominating style	Pearson Correlation	.399**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.52 shows that there is significant correlation between functional conflict and dominating style. The correlation value was positive .399 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that dominating style has weak relationship to functional conflict with .399\*\*.

### **H6.4: There is a relationship between functional conflict and avoiding style.**

**Table 4.53** The correlation between functional conflict and avoiding style

		<b>Correlations</b>	
		mean functional conflict	mean avoiding style
mean functional conflict	Pearson Correlation	1	.280**
	Sig. (2-tailed)		.000
mean avoiding style	Pearson Correlation	.280**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.53 shows that there is significant correlation between functional conflict and avoiding style. The correlation value was positive .280 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that avoiding style has weak relationship to dysfunctional conflict with .280\*\*.

#### **H6.5: There is a relationship between functional conflict and compromising style.**

**Table 4.54** The correlation between functional conflict and compromising style

		<b>Correlations</b>	
		mean functional conflict	mean compromising style
mean functional conflict	Pearson Correlation	1	.530**
	Sig. (2-tailed)		.000
mean compromising style	Pearson Correlation	.530**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.54 shows that there is significant correlation between functional conflict and compromising style. The correlation value was positive .530 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that compromising style has moderate relationship to dysfunctional conflict with .530\*\*.

## **4.5 The correlation of conflict management style toward job satisfaction and job performance.**

### **Hypotheses 7 relationship between conflict management style and job satisfaction**

### **H7.1: There is a relationship between integrating style and job satisfaction.**

**Table 4.55** The correlation between integrating style and job satisfaction

		<b>Correlations</b>	
		mean integrating style	mean job satisfaction
mean integrating style	Pearson Correlation	1	.570**
	Sig. (2-tailed)		.000
mean job satisfaction	Pearson Correlation	.570**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.55 shows that there is significant correlation between integrating style and job satisfaction. The correlation value was positive .570 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that integrating style has moderate relationship to job satisfaction with .570\*\*.

### **H7.2: There is a relationship between obliging style and job satisfaction.**

**Table 4.56** The correlation between obliging style and job satisfaction

		<b>Correlations</b>	
		mean obliging style	mean job satisfaction
mean obliging style	Pearson Correlation	1	.557**
	Sig. (2-tailed)		.000
mean job satisfaction	Pearson Correlation	.557**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.56 shows that there is significant correlation between obliging style and job satisfaction. The correlation value was positive .557 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that obliging style has moderate relationship to job satisfaction with .557\*\*.

### **H7.3: There is a relationship between dominating style and job satisfaction.**

**Table 4.57** The correlation between dominating style and job satisfaction

Correlations			
		mean dominating style	mean job satisfaction
mean dominating style	Pearson Correlation	1	-.309**
	Sig. (2-tailed)		.000
mean job satisfaction	Pearson Correlation	-.309**	1
	Sig. (2-tailed)	.000	

\*\*. Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.57 shows that there is significant correlation between dominating style and job satisfaction. The correlation value was negative .309 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that dominating style has weak relationship to job satisfaction with -.309\*\*.

### **H7.4: There is a relationship between avoiding style and job satisfaction.**

**Table 4.58** The correlation between avoiding style and job satisfaction

Correlations			
		mean avoiding style	mean job satisfaction
mean avoiding style	Pearson Correlation	1	.399**
	Sig. (2-tailed)		.000
mean job satisfaction	Pearson Correlation	.399**	1
	Sig. (2-tailed)	.000	

\*\*. Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.58 shows that there is significant correlation between avoiding style and job satisfaction. The correlation value was positive .399 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that avoiding style has weak relationship to job satisfaction with .399\*\*.

#### **H7.5: There is a relationship between compromising style and job satisfaction.**

**Table 4.59** The correlation between compromising style and job satisfaction

Correlations			
		mean compromising style	mean job satisfaction
mean compromising style	Pearson Correlation	1	.599**
	Sig. (2-tailed)		.000
mean job satisfaction	Pearson Correlation	.599**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.59 shows that there is significant correlation between compromising style and job satisfaction. The correlation value was positive .599 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that compromising style has moderate relationship to job satisfaction with .599\*\*.

#### **Hypotheses 8 relationship between conflict management style and job performance**

##### **H8.1: There is a relationship between integrating style and job performance.**

**Table 4.60** The correlation between integrating style and job performance

Correlations			
		mean integrating style	mean job performance
mean integrating style	Pearson Correlation	1	.597**
	Sig. (2-tailed)		.000
mean job performance	Pearson Correlation	.597**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.60 shows that there is significant correlation between integrating style and job performance. The correlation value was positive .597 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that integrating style has moderate relationship to job performance with .597\*\*.

#### **H8.2: There is a relationship between obliging style and job performance.**

**Table 4.61** The correlation between obliging style and job performance

Correlations			
		mean obliging style	mean job performance
mean obliging style	Pearson Correlation	1	.476**
	Sig. (2-tailed)		.000
mean job performance	Pearson Correlation	.476**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.61 shows that there is significant correlation between obliging style and job performance. The correlation value was positive .476 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that obliging style has moderate relationship to job performance with .476\*\*.

### **H8.3: There is a relationship between dominating style and job performance.**

**Table 4.62** The correlation between dominating style and job performance

		<b>Correlations</b>	
		mean dominating style	mean job performance
mean dominating style	Pearson Correlation	1	-.245**
	Sig. (2-tailed)		.000
mean job performance	Pearson Correlation	-.245**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.62 shows that there is significant correlation between dominating style and job performance. The correlation value was negative .245 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that dominating style has weak relationship to job performance with -.309\*\*.

### **H8.4: There is a relationship between avoiding style and job performance.**

**Table 4.63** The correlation between avoiding style and job performance

		<b>Correlations</b>	
		mean avoiding style	mean job performance
mean avoiding style	Pearson Correlation	1	.396**
	Sig. (2-tailed)		.000
mean job performance	Pearson Correlation	.396**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.63 shows that there is significant correlation between avoiding style and job performance. The correlation value was positive .396 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that avoiding style has weak relationship to job performance with .396\*\*.

#### **H8.5: There is a relationship between compromising style and job performance.**

**Table 4.64** The correlation between compromising style and job performance

		<b>Correlations</b>	
		mean compromising style	mean job performance
mean compromising style	Pearson Correlation	1	.555**
	Sig. (2-tailed)		.000
mean job performance	Pearson Correlation	.555**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.64 shows that there is significant correlation between compromising style and job performance. The correlation value was positive .555 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that compromising style has moderate relationship to job performance with .555\*\*.

## **4.6 The correlation of dysfunctional conflict, functional conflict toward job satisfaction.**

### **Hypotheses 9 relationship between dysfunctional conflict and job satisfaction**



**Table 4.65** The correlation between dysfunctional conflict and job satisfaction

Correlations			
		mean dysfunctional conflict	mean job satisfaction
mean dysfunctional conflict	Pearson Correlation	1	-.218**
	Sig. (2-tailed)		.000
mean job satisfaction	Pearson Correlation	-.218**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.65 shows that there is significant correlation between dysfunctional conflict and job satisfaction. The correlation value was negative .218 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that dysfunctional conflict has weak relationship to job satisfaction with -.218\*\*.

#### Hypotheses 10 relationship between functional conflict and job satisfaction

**Table 4.66** The correlation between dysfunctional conflict and job satisfaction

Correlations			
		mean functional conflict	mean job satisfaction
mean functional conflict	Pearson Correlation	1	.539**
	Sig. (2-tailed)		.000
mean job satisfaction	Pearson Correlation	.539**	1
	Sig. (2-tailed)	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.66 shows that there is significant correlation between functional conflict and job satisfaction. The correlation value was positive .539 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that functional conflict has moderate relationship to job satisfaction with .539\*\*.

## 4.7 The correlation of job satisfaction toward job performance.

### Hypotheses 11 relationship between job satisfaction and job performance

**Table 4.67** The correlation between job satisfaction and job performance

		Correlations	
		mean job satisfaction	mean job performance
mean job	Pearson Correlation	1	.718**
satisfaction	Sig. (2-tailed)		.000
mean job	Pearson Correlation	.718**	1
performance	Sig. (2-tailed)	.000	

\*\*. Correlation is significant at the 0.01 level (2-tailed).

N=400

The result in table 4.67 shows that there is significant correlation between job satisfaction and job performance. The correlation value was positive .718 and is significant at .01 level. The value of correlation shows significant association between the two variables at .000 which below 0.05. Therefore, it can be illustrated that job satisfaction has strong relationship to job performance with .718\*\*.

## **CHAPTER V**

### **DISCUSSION**

The purpose of this chapter is aimed to present the discussion of the finding which based on the previous chapters. The result found the significant factors which include age, marital status, level of education, income, position and tenure has an influence on job satisfaction for hotel employees in five-star hotel in Bangkok. Only age, marital status, level of education, income, position and tenure have an association to job performance. In terms of the demographic factors as a relationship to dysfunctional conflict, the result found that there are only age, level of education, income have an influence on dysfunctional conflict. However, the result showed that age, gender, level of education, income, position and tenure affected on functional conflict among hotel employee. In addition, the result of this study found the relationship of variables which include dysfunctional conflict, functional conflict, conflict management style (integrating, obliging, dominating, avoiding and compromising style), job satisfaction and job performance.

#### **5.1 Demographic factor as a relationship to job satisfaction**

In this study, it is found that there is a relationship between job satisfaction and demographic factor which include age, marital status, level of education, income, position, department and tenure.

In the age group, regarding to hypothesis 1.1 found that there is a relationship between age and job satisfaction, the result indicated that employees whose age between 25- 34 years old were more likely to enjoy the job than the younger employee. The result came out as the same direction of other researchers. According to Greenberg and Baron (1995) stated that younger employees are generally dislike with their jobs as converse with the older employees. The researchers stated that when employees are older, job satisfaction usually increase as well as

gaining more experience in the job and generally understand the realistic of work and life in comparison to younger employees. Bhutto et al. (2012) found that age has positive relationship with overall job satisfaction and Sarker et al. (2003) discovered that there is a positive relationship between age and job satisfaction among hotel employees in Thailand. Meanwhile in this study found no relationship between gender and job satisfaction in the hotel among employees as the same direction of Gallado et al (2010).

However, hypothesis 1.2 found no significantly different between the relationship of gender and job satisfaction. The result was in the same direction of Frye & Mount (2007) and Burke et al (2008) which show that there is no significant relationship between gender and job satisfaction among employees in the hotel organization and among hotel managers.

In the marital status group, regarding to hypothesis 1.3 found that there is a relationship between marital status and job satisfaction, the result indicated that employee who single and married are satisfied with their own working method more than employee who divorce or single mother. Employee who married were likely to satisfy with salary, have less feeling of searching for a new job and satisfy that their job provides them security more than employees who single. The result was the same direction of Al-Zoubi (2012) which indicated that married employees exposed the higher levels of job satisfaction more than the single employees among IT personnel working in Taiwan. Scott et al (2005) also stated that married employees were more happiness with the job than the single employees.

In the level of education group, regarding to hypothesis 1.4 found that there is relationship between level of education and job satisfaction. The results found that employee with higher education were likely to satisfy with the job more than employee with lower education. The result was in contrast to the research result of Gallado et al (2010) which stated that the more of employee level of education, the more of dissatisfaction in the job. In similar study by Al-Zoubi (2012) examined that high level of education caused low level of job satisfaction based on the collected data from 1,500 employees in the study field due to increased education is related to higher expectations.

In the income group, regarding to hypothesis 1.5 found that there is a relationship between income and job satisfaction. The results found that employees whose salary more than THB15,000 – 40,000 were more satisfied with the job than the employees whose salary less than THB 15,000. The result was in the same direction of Brown et al (2007) supported that the level of salary slightly influenced on job satisfaction which based on the surveyed 16,266 workers to determine the factors of happiness at work. However, Al-Zoubi (2012) identified that the level of the salary is a secondary variable and caused dissatisfaction when the quality of work were limited.

In the position group, regarding to hypothesis 1.6 found that there is a relationship between position and job satisfaction. It is found that employee whose position as Assistant were more likely to willing to extend to work longer in a day more than employee whose position as manager. The result was contrary of Al-Zoubi (2012) which found the strong relation between worker's position and job satisfaction in the governmental organization and private sectors. It is stated that job satisfaction increase when the worker pleasure with the rank of position and indicated that the status of position influenced on how employee satisfied with their professional accomplishments. According to Luddy (2005) also supported that a higher level of position increase a higher levels of job satisfaction due to the benefits that were provided such as payment, more challenge in work and better working conditions.

In the department group, regarding to hypothesis 1.7 found that there is a relationship between department and job satisfaction which described that that employee who work in sales & marketing department were more likely to pleasure that they have a freedom to use their own judgment at work and satisfy that they have an opportunity to work on their own more than employee who work in front office department. The result also showed the same direction from past studies which found that the level of faculty commitment was one of the significant factor of job satisfaction (August &Waltman 2004). Based on Tuzun (2013) also found the correlation between job satisfaction and department, nevertheless, the result did not identify which department consider to the level of satisfaction. It showed that employees were satisfied with their department when employees distinguish with groups.

In the tenure group, regarding to hypothesis 1.8 found that there is a relationship between tenure and job satisfaction. The results found that the more of working experience of the employee extend the more of job satisfaction increase. The result came out as the same direction of other researchers. According to Testa& Mueller (2009) proved that tenure was related to job satisfaction which state that levels of working experiences tend to increase the positive emotion on job satisfaction in the service setting, consequently, employee has ability to deal with problems with more effectively and tend to stay longer in the organization. Sarker et al. (2003) verified that tenure appears to be a better predictor of job satisfaction due to employee who satisfied with the job seems to remain in the organization and appearing to gain rewarding beneficial, while employee who dissatisfied with job tend to leave and attain occupation elsewhere.

## **5.2 Demographic factors as a relationship to job performance**

In this study, it is found that there is a relationship between job performance and demographic factor which include age, marital status, level of education, income, position and tenure.

In the age group, regarding to hypothesis 2.1 found that there is a relationship between age and job performance. The result found that the older employees whose age above 25 were more likely to capable of completing job when having limited time, producing high-quality of work carry out the core parts of their job well and fulfil the job proficiently than the younger employee whose age less than 25. The result was in the same direction of Shaffril& Uri (2010) report that age is an important factor of job performance. Jabroun&Balakrishnan (2000) also noted that the high level of work performance is caused by the older of the employee.

However, hypothesis 2.2 found no significantly different between the relationship of gender and job performance. The result was in the same direction of by Crawford &Nonis (1996) and ShaifulAnuar et al (2009) reported that gender did not have a significant effect on work performance. However, there were several previous studies that reject this hypothesis; Al-hamadi (2009) indicated that gender show

positive relationship to job performance in hospital of nurses. Additionally, Kaushal&Janihua (2011) revealed that males appeared to have a higher creativity and cooperation than females.

In the marital status group, regarding to hypothesis 2.3 found that there is a relationship between marital status and job performance. The results found that employee who single and married are effective in their job more than employee who divorce or single mother. However, employees who married were likely to perform better than any other employees who perform the same job, producing high-quality of work and carry out the core parts of their job well more than single employees. This is opposing to findings by prior researcher that marital status was not found to be significantly correlated with performance of graduates on MBA programmes (Peiperl&Trevelyan 1997). Selmer &Lauring (2011) also noted that marital status showed positive correlation on work performance.

In the level of education group, regarding to hypothesis 2.4 found that there is a relationship between level of education and job performance. The results found that bachelor employees and master or higher employees were more likely to carry out the core parts of job well and willing to help their coworker to get a job done than under bachelor employee. This is opposing to findings by prior researcher that level of education is negatively associated with job performance which indicated that the high level of education related to the low level of job performance in nursing due to the insufficient compensation related to higher education and limited for career advancement (Al-Ahmadi, 2009).

In the income group, regarding to hypothesis 2.5 found that there is a relationship between income and job performance. The results found that employee whose salary more than THB 15,000 were more likely to performed better than any other employees who perform the same job and proficient to fulfill the specific job and efficient in consultation with their coworkers more than employee whose salary less than THB 15,000. It was in the same direction of Dieleman et al. (2003) showed financial and non-financial incentives both influence on work performance. Azman et al. (2009) also supported that the factor that drive to better work performance was driven from the relationship between level of income and pay satisfaction in the organization. Another related study of Kanchanopast (2013) found that monthly

income was generally has a high effectiveness of work performance. The result was also supported by Namasivayam et al (2007) reported that payroll raised have been shown to encourage individual performance and therefore lead to performance in organization.

In the position group, regarding to hypothesis 2.6 found that there is a relationship between position and job performance. The results found that employee whose position as manager were more likely to carry out the core parts of their job well, doing well in adjusting to change and develop themselves through their job and efficient in consultation with their co-workers more than employee whose position as officer. The result was similarly to the study of Shaffril&Jegak (2010) as cited in Lee (2008) found that there is a significant difference between managers and middle management manager in operation performance. Kaushal&Janjhua (2011) also noted that the managers have shown a high level of performance than the officers.

However, hypothesis 2.7 found no significantly difference between the relationship of department and job performance. The result was supported by Marsden & French (1998) indicate that there was no effected of overall productivity by decreasing in employees in Revenue and Employment service Department. However, Kahya (2007) found that there is a relationship between department and job performance. The measurement of job performance was examined by working condition on each department depending on atmosphere, weather condition, smells, noise, office equipment, etc. These conditions have an effected on a level of job performance of employees.

In the tenure group, regarding to hypothesis 2.8 found that there is a relationship between tenure and job performance. The results found that employees who work more than 1 year and above were more likely to capable of completing job when having a limited time, effective in their job and perform better than any other employees who perform the same job than employees who work under 1 year. The result was in the same direction of Kahya (2007) reported that job performance was impacted direct or indirect by working experience. It may lead to better job performance when employees maintain in job knowledge in work experience.



### **5.3 Demographic factors as a relationship to dysfunctional conflict**

In this study, it is found that there is a relationship between dysfunctional conflict and demographic factors which include age, level of education and income.

In the age group, regarding to hypothesis 3.1 found that there is a relationship between age and dysfunctional conflict. The result found that employees whose age between 45-55 were more likely to have tension increasing when working together in group with coworker more than employees whose age less than 25, 25-34 and 35-44. Furthermore, employees whose age between 45-55 were more likely to have personality arguments evident more than employees whose age less than 25 and between 25-34. The result was in the same direction of by Jehn et al (1997) and Tsui, Egan, & O'Reilly (1992) found that age was likely to associate with dysfunctional conflict due to when members in group try to solve the issue which refer to someone's age may make some people feel embarrassing and create annoyance.

Hypothesis 3.2 found no significantly different between the relationship of gender and dysfunctional conflict. The result was rejected by Tsui, Egan, & O'Reilly (1992), Alagna, Reddy, & Collins (1982) found that gender was associated with dysfunctional conflict.

Hypothesis 3.3 found no significantly difference between the relationship of marital status and dysfunctional conflict. The result was rejected by Fincham & Beach (1999), Geist & Gilbert (1996) and Thomsen & Gilbert (1997) implied that there was a relationship between personal relationships and type of conflict. However, their studies did not distinguish individually status on type of conflicts. Consistent with past research by Bono et al (2002) found that dysfunctional conflict have more detrimental effects on interpersonal relationships than functional conflict in work group.

In the level of education group, regarding to hypothesis 3.4 found that there is a relationship between level of education and dysfunctional conflict. The result found that that under bachelor's degree employees were more likely to displeasure having to work with their coworker during the project than employees who got master's degree or higher. The result was rejected by Jehn et al (1997) found no significantly different between education and dysfunctional conflict. However, the result was supported by Ostby & Urdal (2010) found that higher level of people's

educational are associated in peace and low level of risk of experiencing in conflict which they have investigated in the national level.

In the income group, regarding to hypothesis 3.5 found that there is a relationship between income and dysfunctional conflict. The result found that employees whose salary between THB 15,001 – 30,000 were likely to displeasure having to work with their coworker during the project more than employees whose salary more than THB 40,000. The result was rejected by Jehn et al (1997), Tsui, Egan, & O'Reilly (1992), Alagna, Reddy, & Collins (1982) found no significantly different between income and dysfunctional conflict.

Hypothesis 3.6 found no significantly difference between the relationship of position and dysfunctional conflict. The result was rejected by Brewer et al (2002) observed that employees with low level of organizational intend to avoid conflicts with employees who hold high level of position. In additional Pondy (1992) viewed that top management seem to identify internally conflict among groups more than subordinates with lower position. These due to individual with higher position develop the policies and are occupied in non-routine activities, take a small action for disagreement and less flexible in their decision.

Hypothesis 3.7 found no significantly difference between the relationship of department and dysfunctional conflict. The result was rejected by De Dreu&Beersma (2005) implied that when employees were working together in the groups or department it could lead to conflict which results in low level of job satisfaction and decrease job performance. However, Nicolaides (2010) found positive relationship between department and conflict which result in beneficial to work collaboration and unity in groups.

Hypothesis 3.8 found no significantly difference between the relationship of tenure and dysfunctional conflict. The result was rejected by Rau (2001) found that cognitive conflict which refers to destructive conflict is related to the tenure and difficulty of team members, affective conflict which refers to constructive conflict is related to the size of organization. Consistent with Pelled et al (1999) found that tenure diversity is positively associated with dysfunctional conflict, it appears that tenure differences tend to encourage heated interactions in work groups.

#### **5.4 Demographic factors as a relationship to functional conflict**

In this study, it is found that there is a relationship between functional conflict and demographic factors which include age, gender, level of education, income, position and tenure.

In the age group, regarding to hypothesis 4.1 found that there is a relationship between age and functional conflict. The result found that employees whose age between 25-34, 35-44 and 45-55 were more likely to have a consultative collaboration with their coworker and have different opinions or views focused on issues regarding the work being done with their coworker more than employees whose age less than 25. Furthermore, employees whose age between 25-34 were more likely to use give and take during the project more than employees whose age less than 25. The result was rejected by Pelled et al (1999) found that age differences is negatively associated with conflict as well as the past studies by Jehn et al (1997) and Tsui, Egan, & O'Reilly (1992) also found the negative result between age and conflict as a caused of annoyance when concerning about age of employees.

In the gender group, regarding to hypothesis 4.2 found that there is a relationship between gender and functional conflict. The result found that female employees were more likely to use give and take during the project and respect others viewpoints even with people oppose some issue more than male employees. The result was rejected by the study of both Graziano et al. (1996) and Asendorpf & Wilpers (1998) implied that men were more likely to agreeable with conflict more than women.

Hypothesis 4.3 found no significantly difference between the relationship of marital status and functional conflict. The result was rejected by Bono et al (2002), Fincham & Beach (1999) implied that interpersonal relationship between friends, roommates or married couples had an influence on conflict. There was a possibility to support that marital employees can increase the conflict behavior.

In the level of education group, regarding to hypothesis 4.4 found that there is a relationship between level of education and functional conflict. The result found that employees who got master's degree or higher were likely to have different opinions or views focused on issues regarding the work being done with their coworker more than employees who got bachelor's degree. The result was in the same

direction of Ancona (1990) and Jehn et al (1997) examine that level of education were positively related to task conflict or functional conflict.

In the income group, regarding to hypothesis 4.5 found that there is a relationship between income and functional conflict. The result found that employees whose salary between THB 30,001 – 40,000 were likely have a consultative collaboration with their coworker more than employees whose salary less than THB 15,000. In addition, employees whose salary more than THB 40,000 were likely to have different opinions or views focused on issues regarding the work being done with their coworker more than employees whose salary less than THB 15,000. Furthermore, employees whose salary more than THB 40,000 were likely to have productive challenge of attitudes, ideas and assumptions on issues with coworker more than employees whose salary less than THB 15,000 and between THB 30,001 – 40,000.

In the position group, regarding to hypothesis 4.6 found that there is a relationship between position and functional conflict. The result found that office employees were more likely to have a consultative collaboration with their coworker than supervisor employees. The result was in the same direction of Yang (2011) support that there are a correlation between position and effective conflict. It showed that top managements were more likely to ignore the subordinate's opinion for decision making.

In term of department group, regarding to hypothesis 4.7 found no significantly difference between the relationship of department and functional conflict. The result was rejected by Nicolaides (2010) inferred that outcome of conflict between one or two persons or between different department may lead to the strategy to avoid stagnation. Moreover, functional conflict benefits both persons and among department to stimulates unity, consistency and common commitment. However, De Dreu & Beersma (2005) found negative relationship between department and department which cause negative outcome to department.

In the tenure group, regarding to hypothesis 4.8 found that there is a relationship between tenure and functional conflict. The result found that employees who work 3-5 years and more than 5 years were likely have a consultative collaboration with their coworker and use give and take during the project with coworker more than employees who work 1-2 years. Furthermore, employees who

work 1-2 years, 3-5 years and more than 5 years were likely to have different opinions or views focused on issues regarding the work being done with their coworker more than employees who work under 1 year. In addition, employees who work between 3-5 years were likely to respect others viewpoints, even with people who oppose some issue more than employees who work between 1-2 years. The result was in the same direction of Ancona (1990) and Jehn et al (1997) examine that level of education were positively related to task conflict or functional conflict.

The result was supported by the past studies by Ancona (1990) and Jehn et al (1997) examine that level of education and organizational tenure were positively related to task conflict or functional conflict. However, the studies did not state if there is significant with other demographic factors and functional conflict which found in this study.

## **5.5 Dysfunctional conflict as a relationship to conflict management style**

The research found that there is significant relationship between dysfunctional conflict and conflict management style by using Pearson Correlation to test the significant of relationship.

Regarding to hypothesis 5.1 showed that there is a relationship between dysfunctional conflict and integrating style, the correlation result of  $-.386$  weak relationship between dysfunctional conflict and integrating style. The negative result of data reveals that dysfunctional conflict increase when integrating style decrease. The result was inconsistent with Song et al (2006), Ariani, M. G. & Chashimi, S. A. N. (2011) found no significantly different between integrating style and dysfunctional conflict.

Regarding to hypothesis 5.2 revealed that there is a relationship between dysfunctional conflict and obliging style, the correlation result of  $-.352$  reveal weak relationship between dysfunctional conflict and obliging style. The negative result of data reveals that dysfunctional conflict increase when obliging style decrease. The result was inconsistent with Song et al (2006), Ariani, M. G. & Chashimi, S. A. N.

(2011) found no significantly different between obliging style and dysfunctional conflict.

Related to hypothesis 5.3 there is a relationship between dysfunctional conflict and dominating style, the correlation result of .473 reveal moderate relationship between dysfunctional conflict and dominating style. The positive result of data reveals that dysfunctional conflict increase when dominating style increase. The result was similar to the empirical studies which report that dominating style is correlated with higher level of dysfunctional conflict (Song et al 2006, Ariani, M. G. &Chashimi, S. A. N. 2011).

Referring to hypothesis 5.4 there is a relationship between dysfunctional conflict and avoiding style. The correlation result of -.313 reveals weak relationship between dysfunctional conflict and avoiding style. The negative result of data reveals that dysfunctional conflict increase when obliging style decrease. The result was inconsistent with Song et al (2006), Ariani, M. G. &Chashimi, S. A. N. (2011) found no significantly different between avoiding style and dysfunctional conflict.

Lastly, hypothesis 5.5 revealed there is a relationship between dysfunctional conflict and compromising style. The correlation result of -.342 reveals weak relationship between dysfunctional conflict and compromising style. The negative result of data reveals that dysfunctional conflict increase when compromising style decrease. The result was in the same direction of Song et al (2006), Ariani, M. G. &Chashimi, S. A. N. (2011) indicated that only compromising style is correlated with low level of dysfunctional conflict.

## **5.6 Functional conflict as a relationship to conflict management style**

The research found that there is significant relationship between functional conflict and conflict management style by using Pearson Correlation to test the significant of relationship between functional conflict and conflict management style.

Hypothesis 6.1 found that there is a relationship between functional conflict and integrating style. The correlation result of .798 reveals strong relationship between functional conflict and job satisfaction. The positive result of data reveals that

functional conflict increase when integrating style increase. The result was in the same direction of Dyer & Song (1998) and Lam & Chin (2004) stated that the association between functional conflict and conflict management style found positive correlation in the use of integrating style.

Hypothesis 6.2 revealed that there is a relationship between functional conflict and obliging style, the correlation result of .564 reveal moderate relationship between functional conflict and obliging style. The positive result of data reveals that functional conflict increase when obliging style increase. The result was in the same direction of Song et al (2006) also supported that functional conflict or constructive conflict is positively correlated with obliging style. However, Dyer & Song (1998) and Lam & Chin (2004) found no significantly different between obliging style and functional conflict.

Related to hypothesis 6.3 there is a relationship between functional conflict and dominating style, the correlation result of .399 reveal weak relationship between functional conflict and dominating style. The positive result of data reveals that functional conflict increase when dominating style increase. The result was inconsistent with Dyer & Song (1998) and Lam & Chin (2004) found no significantly different between dominating style and functional conflict.

Referring to hypothesis 6.4 there is a relationship between functional conflict and avoiding style. The correlation result of .280 reveal weak relationship between functional conflict and avoiding style. The positive result of data reveals that functional conflict increase when obliging style increase. The result was inconsistent with Dyer & Song (1998), Lam & Chin (2004) and Song et al (2006) found no significantly different between avoiding style and functional conflict.

Lastly, hypothesis 6.5 revealed there is a relationship between functional conflict and compromising style. The correlation result of .530 reveal moderate relationship between functional conflict and compromising style. The positive result of data reveals that functional conflict increase when compromising style increase. The result was inconsistent with Dyer & Song (1998), Lam & Chin (2004) and Song et al (2006) found no significantly different between compromising style and functional conflict.

## **5.7 Conflict management style as a relationship to job satisfaction**

The research found that there is significant relationship between conflict management style and job satisfaction by using Pearson Correlation to test the significant of relationship between conflict management style and job satisfaction.

Hypothesis 7.1 found that there is a relationship between integrating style and job satisfaction) the correlation result of .570 reveals moderate relationship between integrating style and job satisfaction. The positive result of data reveals that using integrating style increase when job satisfaction increase. The result was in the same direction of Lee (2008) investigate that integrating style show positive relationship to job satisfaction. Chen et al (2012) also supported that using integrating style for conflict management solutions were more associated with better solutions.

Related to hypothesis 7.2 found that there is a relationship between obliging style and job satisfaction, the correlation result of .557 reveal moderate relationship between obliging style and job satisfaction. The positive result of data reveals that using obliging style increase when job satisfaction increase. The result was in the same direction of Lee (2008) investigate that obliging style show positive relationship to job satisfaction.

Hypothesis 7.3 revealed that there is a relationship between dominating style and job satisfaction, the correlation result of -.309 reveal weak relationship between dominating style and job satisfaction. The negative result of data reveals that using dominating style increase when job satisfaction decrease. The result was in the same direction of Lee (2008) reported that dominating style has an influent on job satisfaction due to employee who familiarized the dominating style shows negative relationship to job satisfaction. Moreover, staffs that used dominating style tend to have aggressively behavior when handling the problems with coworkers. Burke (1970) encouraged that dominating style was associated to the ineffective conflict management which lead to dissatisfaction with supervisor.

Referring to hypothesis 7.4 found that there is a relationship between avoiding style and job satisfaction, the correlation result of .399 reveal weak relationship between avoiding style and job satisfaction. The positive result of data reveals that using avoiding style increase when job satisfaction increase. The result was in the same direction of Morris et al (1998) and Chen et al (2012) studied that



avoiding style is an efficient resolution in Chinese society and related to job satisfaction which differ from the western culture.

Lastly, hypothesis 7.5 revealed that there is a relationship between compromising style and job satisfaction. The correlation result of .599 reveal moderate relationship between compromising style and job satisfaction. The positive result of data reveals that using compromising style increase when job satisfaction increase. The result was inconsistent with Lee (2008), Chen et al (2012) and Burke (1970) found no significantly different between compromising style and job satisfaction.

## **5.8 Conflict management style as a relationship to job performance**

The result of this study found that there is significant relationship between conflict management style and job performance by using Pearson Correlation to test the significant of relationship between conflict management style and job performance.

Hypothesis 8.1 found that there is a relationship between integrating style and job performance, the correlation result of .597 reveal moderate relationship between integrating style and job performance. The positive result of data reveals that using integrating style increase when job performance increase. The result was in the same direction of Deutsch (1990), Rahim (2000) and Montoya-Weiss et al (2001) examined that when employees use integrating style, it showed positive relationship to job performance. Song et al. (2006) found that integrating styles decrease the emergence of constructive conflict and produce innovation performance. It is also supported that integrating style is valuable to civil servant performance, since the public agencies may provide training courses to employees' skill in integrating style which is helpful to their job performance (Shih & Susanto 2010).

Related to hypothesis 8.2 found that there is a relationship between obliging style and job performance, the correlation result of .476 reveal moderate relationship between obliging style and job performance. The positive result of data reveals that using obliging style increase when job performance increase. The result was in the same direction of Rahim (2000) and Montoya-Weiss et al (2001) examined

that when employees use obliging style, it showed positive relationship to job performance.

Hypothesis 8.3 revealed that there is a relationship between dominating style and job performance, the correlation result of  $-.245$  reveal weak relationship between dominating style and job performance. The negative result of data reveals that using dominating style increase when job performance decrease. The result was in the same direction of Rahim (2000) and Montoya-Weiss et al (2001) examined that when employees use dominating style, it showed negative relationship to job performance. Dominating style was usually showing the lack of participation, which could result in inadequate information for decision, declining of decision quality and consequently impractical for improving team performance (Friedman et al 2000, Kurtzberg & Mueller 2005, Bao & Wang 2008).

Referring to hypothesis 8.4 found that there is a relationship between avoiding style and job performance, the correlation result of  $.396$  reveal weak relationship between avoiding style and job performance. The positive result of data reveals that using avoiding style increase when job performance increase. The result was in the same direction of Rahim (2000) and Montoya-Weiss et al (2001) examined that when employees use avoiding style, it showed positive relationship to job performance. De Dreu & Van Vianen (2001) also supported that avoiding style sometimes associated with effectiveness and high team functioning.

Lastly, hypothesis 8.5 revealed that there is a relationship between compromising style and job performance. The correlation result of  $.555$  reveal moderate relationship between compromising style and job performance. The positive result of data reveals that increasing in using compromising when job performance increase. The result was in the same direction of Deutsch (1990), Rahim (2000) and Montoya-Weiss et al (2001) found that compromising style also show positive relationship to individual performance.

### **5.9 Dysfunctional conflict as a relationship to job satisfaction**

The result of this study found that there is significant relationship between dysfunctional conflict and job satisfaction by using Pearson Correlation to test the significant of relationship refer to the hypothesis 9 found there is a relationship between dysfunctional conflict and job satisfaction the correlation result of  $-.218$  reveal weak relationship between dysfunctional conflict and job satisfaction. The negative result of data reveals that a high level of dysfunctional conflict caused the low level of job satisfaction. The result was related to the prior research by Postuma (2011) reported that emotional conflict was related to lower level of performance and also reduced job satisfaction. The result was supported by the past study of Warioba (2008) show that employees who involve in dysfunctional conflict tend to have low level of job satisfaction, reduce concentration on the task and result in turnover and absenteeism.

### **5.10 Functional conflict as a relationship to job satisfaction**

The result of this study found that there is significant relationship between functional conflict and job satisfaction by using Pearson Correlation to test the significant of relationship refer to the hypothesis 10 found there is a relationship between functional conflict and job satisfaction the correlation result of  $.539$  reveal moderate relationship between functional conflict and job satisfaction. The positive result of data reveals that a high level of functional conflict caused the high level of job satisfaction. The result was related to the past studies by O'Neill (2011) also discovered that task conflict has a relationship to individuals' job satisfaction when the organization supports the employee orientation. Jehn (1995) also proved that task conflict was less negative with individual employee's satisfaction. It is also appears to have less harmful, positive consequences and increase satisfaction (Bono et al 2002; Jehn 1995).

### **5.11 Job satisfaction as a relationship to job performance**

The research found that there is significant relationship between job satisfaction and job performance by using Pearson Correlation to test the significant of relationship between job satisfaction and job performance. Hypothesis 11, the correlation result of .718 reveals strong relationship between job satisfaction and job performance. The positive result of data reveals that overall job satisfaction increase when job performance increase. Refer to the result, it goes with the same direction of the study of Coomber and Barriball (2007) examined job satisfaction motivate a high level of productivity, more responsibility on the job, improving mental and physical health consequently employee will work with having a good attitude, be able to learn more skills and award with promotion ultimately. Moreover, Dizgah et al (2012) and Nimalathan (2010) proved there is a positive relation between job satisfaction and job performance as describe that pay, promotion and working condition have positively impact on job performance. Consistent with the past study by Gu, Z & Siu, S. R. C (2008) found that overall employee's satisfaction in casino hotel in Macao have a significantly association with job skills.

## **CHAPTER VI**

### **CONCLUSION AND RECOMMENDATIONS**

#### **6.1 Conclusion**

In conclusion, this research studied factors affecting job satisfaction which focusing on conflict management style as well as dysfunctional conflict and functional conflict amongst hotel employees in five-star hotels in Bangkok. The objectives of this study were to study the association between job satisfaction and job performance, and also the relationship between conflict management style and job satisfaction. Additionally, the relationship between dysfunctional conflict, functional conflict and job satisfaction were studied in this research. Self-administrative were applied in order to collect data for 400 questionnaires of hotel's employees in five-star hotels in Bangkok. The analysis of this research comprised of Cronbach's Alpha, descriptive statistics; frequency and percentage; t-test, F-test (One Way Analysis of Variance: ANOVA) and Pearson Correlation.

According to assumption of respondents' demographic factors, the majority of respondents were females of 51.75% and males of 48.25% and most of respondents were age between 25-34 years old which was equal to 46.50%. Additionally, 58.25% of total respondents were single and 65% in majority of the respondents had an education level at bachelor's degree. Meanwhile, 48.50% of the largest respondents had income between THB 15,001- THB 30,000 and the majority of the respondents were officer which equal to 53%. Moreover, it was found that most of respondents were working in kitchen and food & beverage department; lastly the majority of the respondents were working in the hotel between one to two years which was equal to 33.25%.

According to research objective, the first objective of this study was to analyze the association between job satisfaction and job performance. The finding of this research found that job satisfaction has positively related to job performance of hotel's employees in five-star hotels in Bangkok. The correlation between these two

factors was in the one direction which demonstrated that when hotel's employees had a high level of job satisfaction, it would result in a high level of job performance.

The second objective of this study was to examine relationship between conflict management style and job satisfaction. The finding of this research found that there is a relationship between conflict management style and job satisfaction of hotel's employees in five-star hotels in Bangkok. The correlation between conflict management style showed both positive and negative to job satisfaction the result can be describe that when hotel's employees use integrating, obliging, avoiding and compromising style for handling the conflict, these four styles lead to increasing in job satisfaction. However, there are only dominating style of handling the conflict showed negative result to job satisfaction.

The third objective of this study was to determine the relationship between dysfunctional conflict and job satisfaction. The finding of this research found that there is a negative relationship between dysfunctional conflict and job satisfaction. The correlation between dysfunctional conflict and job satisfaction was in the opposite direction which illustrates that when hotel's employees were working together in group with their co-worker, it generally generates emotional tension, displeasure and a personal hostility which lead to a low level of dissatisfaction in job.

The forth objective of this study was to determine the relationship between functional conflict and job satisfaction. The finding of this research found that there is a positive relationship between functional conflict and job satisfaction. The correlation between functional conflict and job satisfaction was in onedirection which clarify that hotel's employees have a consultative collaboration, use give and take during the project, have different opinions or views focused on issues regarding the work being done, have productive challenge of attitudes, ideas and assumptions on issues and being comfortable about bringing up disagreeing viewpoints which is lead to a high level of job satisfaction.

## **6.2 Limitations**

There are some of limitations exist in this research should be noted. The data collection of this research was limited which defined by the hotel's authorization of accessibility. At first the researcher aimed to provide each of 30 questionnaires to hotels in the list which based on Thai Hotel Association, and then the total of 660 questionnaires would be collected after the respondents complete it and return to human resources. However, there were only a half of hotels in the list were favorably cooperating to distribute the research questionnaires to their employees and half of them disagreed to assist this research due to the management authorization. Accordingly, researcher was required to distribute 50 of questionnaires to each of hotels which agreed to cooperate in this research. The list of hotel as in the list below:

- 1) Swissotel Le Concorde Bangkok
- 2) The Westin Grande Sukhumvit Bangkok
- 3) Amari Watergate Hotel
- 4) Bangkok Marriott Resort & Spa
- 5) Intercontinental Bangkok
- 6) Shangri-La Hotel, Bangkok
- 7) Sheraton Grande Sukhumvit
- 8) The Conrad Hotel
- 9) Vie Hotel Bangkok
- 10) Jw Marriott Bangkok
- 11) Royal Orchid Sheraton Hotel & Towers

Consequently, there may have some less differentiation of the research result regarding to the conflict, job satisfaction and job performance.

## **6.3 Research recommendations and implications**

### **6.3.1 Academic contribution**

The new findings were discovered upon organizing this research, new findings were discovered according to the results of hypothesis test. Demographic

factors were significantly related to job satisfaction with regard to level of education, the result of this research found that the higher of employee's education, the higher of hotel employees satisfy in their job in five-star hotel in Bangkok which completely found the differentiation from the past studies and no correlated result found in Thai context.

Besides, it is also found that position played a significant role as a factor to job satisfaction. This research found that a position as assistant dedicated their life for job to work a little bit longer than the employees who hold position as manager in the hotel, however, the past studies did not specifically investigate in the hotel organization and their study emphasized that a high rank of the position has an influent on job satisfaction. Furthermore, this research also found that department is one of the significant factors of demographic which concern to job satisfaction. In comparison to prior studies, there were no related studies which regard to the relationship between department in the hotel and job satisfaction among hotel employees.

Moreover, this study found there are only significant relationship between sale & marketing department and front office department which indicate that the operation or the front of the house employees who regularly get involve with hotel customers were not satisfied with their job meanwhile employees who work in sale & marketing department were satisfied with their job due to the freedom of using their own judgment at work and the opportunity to work on their own. However, this result was applicable only on hotel's employees in five-star hotel in Bangkok.

Furthermore, this study discovered that both male and female have no significantly difference toward dysfunctional conflict. It was implied that both male and female employees in hotel organization confront with emotional tension, stress, personal hostility, personality argument and displeasure having to work with their co-worker as in the same level as well as the relationship with other demographic factors which include marital status, position, department and tenure.

Regarding to functional conflict as a relationship to demographic factors, in this research discovered that there are only marital status and department showed no relation to functional conflict among hotel employees. It was inferred that hotel employees who single, married, divorce or single mother werenot having a significant relationship with functional conflict. It can describe thatno matter of single, married



,divorce or single mother employees have a consultative collaboration, use give and take during the project, respect other viewpoints even when their co-worker oppose some issues and have productive challenge of attitudes, ideas and assumptions on issues with their coworker in hotel organization.

According to the conflict management style, this research discovered that there is a relationship between dysfunctional conflict and integrating style meanwhile the past studies found no relationship between two these variables. It can be described that when employees have emotional tension, displeasure having to work with my coworker, have a little personal hostility during the project and have personality arguments, the style of conflict management for this type of conflict which employee use less to resolve the conflict is integrating style, as well as obliging style and avoiding style.

As a result of conflict management style as a relationship to functional conflict, this research discovered that dominating style, avoiding style and compromising style showed significantly relationship to functional conflict. It can imply that when functional conflict increase hotel employees use their influence to get ideas accepted, use their authority to make a decision in favor, sometimes use their power to win a competitive situation of a problem and fight for a good result for themselves.

Not only has the dominating style had a relationship to functional conflict, but avoiding style also showed significant relationship. It can imply that when functional conflict increase hotel employees avoid an argument, avoid open discussion of my difference to others, avoid an encounter with others, try to keep away from disagreement with others and try to keep their disagreement in order to avoid hard feelings with their coworker.

Besides, this research also discovered that there is a relationship between functional conflict and compromising style. When functional conflict increased among hotel employees, the compromising style was used to resolve this type of conflict. This style represented that hotel employees also try to find a middle way to resolve an issue, negotiate with others so that a compromise can be reached, try to investigate an issue in order to find a solution agreeable to both of themselves and their coworker and try to minimize the differences to approach a compromise.

### **6.3.2 Practical contribution**

For national, this research could facilitate both government and private section for handling with conflicts better. Since, this research provided knowledge about conflicts as shown that conflict was not only display negative effect to organization but showed positive site as well. The different results of this research showed the way to transform conflict to gain advantage. For leader, this research would be a better guideline to improve their teams handling when conflict happens. Leaders could also use conflict to build better teams, release creativity, increase productivity and eventually increase organizational effectiveness.

It is also important for other organizations, especially for the human resource department. Their employees must be educated about the conflicts, type of conflict and conflict management styles so that it would be better to handle conflict at early stage, otherwise employees' performance will be negatively affected. In this research it was found that not only job satisfaction has an influence on employees' performance but other demographic factors also have an effect on. Accordingly, when management team realize the employee' differentiation, it would help organization to improve their employees' performance in effective way.

Furthermore, this research would be beneficial for hotel organization especially for human resource department in order to avoid dysfunctional conflict that could possibly occur among hotel's employees. Otherwise, if there is now better solution for handling dysfunctional conflict, negatively it will cause an emotional disagreement, hostility, personal argument among employees and this could be the cause of low performance. In this study, it would be a useful guide on how to use conflict management style efficiency; accordingly humane resource management team should enhance and improve for the course training in the specific topic of conflict and conflict management style in the hotel organization.

As for the course training, human resource management team should provide more education on the different type of conflict which include dysfunctional conflict and functional conflict and, moreover, support the advantage of working corroboration even when employees oppose the issues which stated in functional conflict, then there would be a better solution for conflict management style. Due to

the result of functional conflict among hotel's employees pointed out that it related to positive in job satisfaction.

The result of this research found that there was only dominating style which related to negative result in job satisfaction. Accordingly, the training team in hotel organization should provide more education of conflict management style and provide course instruction of each type of conflict resolution. In this study indicated that dominating style show negative result in job satisfaction while others which include integrating, obliging, avoiding and compromising style show positive relationship to job satisfaction. Lastly, the result of job satisfaction is also related to increasing in job performance.

#### **6.4 Direction for future research**

In this study, the data collection was based on the questionnaires as quantitative were used to analyzed the data, therefore for further research; it is recommended that the researcher should conduct a qualitative method in order to maintain the in-depth information regarding the problem of respondents. Furthermore, the researcher recommends that future research on this topic should be conducted and compared with other industries which concern in the service industry for example hospital, private section or local government. In addition, the research should test the reciprocal relationship between job satisfaction and job performance due to job performance can be motivating job satisfaction in turns. Besides, the comparison between variables in this research conflict variable should compare with employee's commitment, employee's turnover and employee's loyalty.

In Thai context, there are a few studies regarding to conflict in the hotel organization. As when mention about the conflict, most people respond conflict as a negative result and overlook if positive conflict is still existing with that issues. However, the majority people try to avoid conflict and ignore to the proper solution among individual or groups. So therefore, the researcher suggests that for future research had better propose the positive site of conflict and investigates more on the result of conflict if it indicate negative result or positive result to employees.

Lastly, the researcher recommends that further research should conduct and compare the difference star rating hotel. Longitudinal study should be applied in order to examine the difference if there are a better improve of conflict which concerned job satisfaction.

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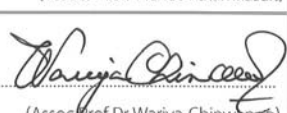

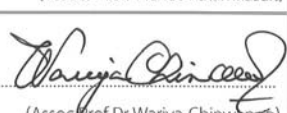

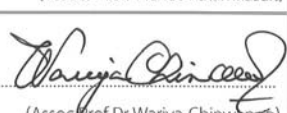


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## **APPENDICES**

## APPENDIX A

					
<table border="1" style="display: inline-table;"> <tr> <td style="width: 30%;">COA.No.</td> <td>2013/134.0205</td> </tr> </table>		COA.No.	2013/134.0205		
COA.No.	2013/134.0205				
<b>Documentary Proof of The Committee for Research Ethics (Social Sciences)</b>					
Title of Project:	Influences Of Conflict Management Style On Employee's Job Satisfaction And Job Performance In Five-Star Hotel In Bangkok				
Principal Investigator:	Miss Monnapat Bussaparoeck				
Name of Institution:	International College, Mahidol University				
Approval includes:	1) MU-SSIRB Submission form version received date 30 April 2013 2) Participant Information sheet version 30 April 2013 3) Informed Consent form version date 1 April 2013 4) Questionnaire received date 1 April 2013				
<p>The Committee for Research Ethics (Social Sciences) is in full compliance with International Guidelines of Human Research Protection such as Declaration of Helsinki, The Belmont Report, CIOMS Guidelines and the International Conference on Harmonization in Good Clinical Practice (ICH-GCP)</p>					
Date of Approval:	2 May 2013				
Date of Expiration:	1 May 2014				
<table style="width: 100%;"> <tr> <td style="width: 60%;">Signature of Chairman:.....</td> <td style="width: 40%; text-align: right;">             (Assoc. Prof. Pichet Kalamkasait)         </td> </tr> <tr> <td>Signature of Head of the Institute:.....</td> <td style="text-align: right;">             (Assoc. Prof. Dr. Wariya Chinwanit)            Dean of Faculty of Social Sciences and Humanities         </td> </tr> </table>		Signature of Chairman:.....	 (Assoc. Prof. Pichet Kalamkasait)	Signature of Head of the Institute:.....	 (Assoc. Prof. Dr. Wariya Chinwanit) Dean of Faculty of Social Sciences and Humanities
Signature of Chairman:.....	 (Assoc. Prof. Pichet Kalamkasait)				
Signature of Head of the Institute:.....	 (Assoc. Prof. Dr. Wariya Chinwanit) Dean of Faculty of Social Sciences and Humanities				
Office of The Committee for Research Ethics (Social Sciences), Faculty of Social Sciences and Humanities, Mahidol University Phuttamonthon 4 Rd., Salaya, Phuttamonthon District, Nakhon Pathom 73170. Tel.(662) 441 9080 Fax.(662) 441 9081					

## APPENDIX B

### Questionnaire

This survey is a part of a Master's Degree research project on influences of conflict management style on employee's job satisfaction and job performance in five-star hotel in Bangkok.

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Directions: Please mark ✓ in the appropriate box.

#### Part 1: Personal Data

1. Please indicate your gender.

☐ Male

☐ Female

2. Please indicate your age.

☐ Under 25

☐ 25-34

☐ 35-44

☐ 45-55

☐ More than 55

3. Please indicate your status.

☐ Single

☐ Married

☐ Other.....(Please specify)

4. Please indicate your education level.

☐ Under bachelor's degree

☐ Bachelor's degree

☐ Master's degree or higher

5. Please indicate your total household gross income per month.

☐ Less than 15,000 THB

☐ 15,001 – 30,000 THB

☐ 30,001 – 40,000 THB

☐ More than 40,000 THB

6. Please indicate your level of position.

☐ Officer

☐ Supervisor

☐ Assistance

☐ Manager

☐ Other.....(Please specify)

7. Please state your department.

☐ Front office

☐ Housekeeping

☐ Kitchen and Food & Beverage

☐ Accounting

☐ Sale and marketing

☐ Other.....(Please specify)

8. How long have you been working in this hotel?

☐ Under 1 year

☐ 1 – 2 years

☐ 3 – 5 years

☐ More than 5 years

Directions: Please mark ✓ on the number after each statement that best reflects your opinion.

Level of Agreement 7= Strongly agree, 6 =Agree, 5=Somewhat agree, 4=Neither disagree nor agree, 3=Somewhat disagree, 2=Disagree, 1=Strongly disagree

**Part 2: Factors affecting conflict management**

Type of conflict	Level of agreement						
1) Tensions between I and coworker normally increase when working together in group.	1	2	3	4	5	6	7
2) I generally displeasure having to work with my coworker during the project.	1	2	3	4	5	6	7
3) I and my coworker have emotional tensions during the project.	1	2	3	4	5	6	7
4) I and my coworker have a little personal hostility throughout the project.	1	2	3	4	5	6	7
5) I and my coworker have personality arguments evident.	1	2	3	4	5	6	7
Type of conflict	Level of agreement						
6) I and my coworker have a consultative collaboration	1	2	3	4	5	6	7
7) I and my coworker use give and take during the project.	1	2	3	4	5	6	7
8) I and my coworker have different opinions or views focused on issues regarding the work being done with my coworker.	1	2	3	4	5	6	7
9) Even with people who oppose some issues, I respect their viewpoints.	1	2	3	4	5	6	7
10) I and my coworker have productive challenge of attitudes, ideas and assumptions on issues with other coworker.	1	2	3	4	5	6	7
11) I and my coworker are comfortable about bringing up disagreeing viewpoints.	1	2	3	4	5	6	7
Conflict Management Style	Level of agreement						
<i>Integrating</i>							
12) I examine an issue with my coworker to find a suitable solution.	1	2	3	4	5	6	7
13) I try to combine my coworker's ideas together with mine to discover a final decision.	1	2	3	4	5	6	7
14) I aim to work with coworker to find resolutions in order to satisfy our expectations on problems.	1	2	3	4	5	6	7
15) I exchange accurate knowledge with coworker to resolve a problem together.	1	2	3	4	5	6	7
16) I attempt to bring all issues out in order to resolve problems in the best way.	1	2	3	4	5	6	7
17) I try to work with coworker for an appropriate understanding of issues.	1	2	3	4	5	6	7
18) I encourage my coworker to express their feeling and opinions fully.	1	2	3	4	5	6	7
<i>Obliging</i>							
19) I try to satisfy the needs of others and my coworker.	1	2	3	4	5	6	7
20) I try to help coworker not to lose face when there is a disagreement.	1	2	3	4	5	6	7
21) I feel it is important not to hurt my coworker's feeling.	1	2	3	4	5	6	7

22) I usually tend to surrender to my coworker.	1	2	3	4	5	6	7
23) I often get along with the recommendations of my coworker.	1	2	3	4	5	6	7
24) I adjust to other parties' interests and goals.	1	2	3	4	5	6	7
<i>Dominating</i>	Level of agreement						
25) I use my influence to get my ideas accepted.	1	2	3	4	5	6	7
26) I use my authority to make a decision in favor.	1	2	3	4	5	6	7
27) I use my expertise to make a decision in favor.	1	2	3	4	5	6	7
28) I sometimes use my power to win a competitive situation of a problem.	1	2	3	4	5	6	7
29) I usually hold on to my solution to a problem.	1	2	3	4	5	6	7
30) I fight for a good result for myself.	1	2	3	4	5	6	7
<i>Avoiding</i>	Level of agreement						
31) I usually avoid an argument.	1	2	3	4	5	6	7
32) I generally avoid open discussion of my difference to others.	1	2	3	4	5	6	7
33) I avoid an encounter with others.	1	2	3	4	5	6	7
34) I try to keep away from disagreement with others.	1	2	3	4	5	6	7
35) I try to keep my disagreement to myself rather than others in order to avoid hard feelings.	1	2	3	4	5	6	7
<i>Compromising</i>	Level of agreement						
36) I try to find a middle way to resolve an issue.	1	2	3	4	5	6	7
37) I negotiate with others so that a compromise can be reached.	1	2	3	4	5	6	7
38) I try to investigate an issue in order to find a solution agreeable to both of myself and my coworker.	1	2	3	4	5	6	7
39) I try to minimize the differences to approach a compromise.	1	2	3	4	5	6	7
<b>Job Satisfaction</b>	Level of agreement						
40) I am satisfied with my own working method.	1	2	3	4	5	6	7
41) I am satisfied with my salary.	1	2	3	4	5	6	7
42) I am enjoyable with my job.	1	2	3	4	5	6	7
43) I am passionate in my job.	1	2	3	4	5	6	7
44) I am satisfied with my chances for promotion.	1	2	3	4	5	6	7
45) I am willing to extend to work longer in a day than I expect.	1	2	3	4	5	6	7
46) I have less feeling of searching for a new job.	1	2	3	4	5	6	7
47) I am satisfied that my job provides me security.	1	2	3	4	5	6	7
48) I am satisfied when my colleagues get along together.	1	2	3	4	5	6	7
49) I focus on work creativity and initiation.	1	2	3	4	5	6	7

50) I am satisfied that I have an opportunity to perform up to my ability.	1	2	3	4	5	6	7
51) I am pleased that I have a freedom to use my own judgment at work.	1	2	3	4	5	6	7
52) I am satisfied that I have an opportunity to work on my own.	1	2	3	4	5	6	7
<b>Job Performance</b>	<b>Level of agreement</b>						
53) I am capable of completing my job when I have a limited time.	1	2	3	4	5	6	7
54) I work until reaching the final goal.	1	2	3	4	5	6	7
55) I am effective in my job.	1	2	3	4	5	6	7
56) I am performed better than any other employees who perform the same job.	1	2	3	4	5	6	7
57) I am producing high-quality of work.	1	2	3	4	5	6	7
58) I can carry out the core parts of my job well.	1	2	3	4	5	6	7
59) I am proficient to fulfill the specific job.	1	2	3	4	5	6	7
60) I am willing to help my coworker to get a job done.	1	2	3	4	5	6	7
61) I am generally successful in dealing with unexpected events (disturbances, crises and stagnations) in my job.	1	2	3	4	5	6	7
62) I am doing well in adjusting to change and develop myself through my job.	1	2	3	4	5	6	7
63) I am sociable in co-operation with my coworkers.	1	2	3	4	5	6	7
64) I am efficient in consultation with my coworkers.	1	2	3	4	5	6	7
65) I can come up with an idea to improve my job to be done.	1	2	3	4	5	6	7



## แบบสอบถาม

แบบสอบถามนี้เป็นส่วนหนึ่งในงานวิจัยเรื่องอิทธิพลของการจัดการความขัดแย้งต่อความพึงพอใจในงานของพนักงานและผลของการทำงานในโรงแรมระดับห้าดาวในกรุงเทพมหานคร

คำชี้แจง: กรุณาทำเครื่องหมาย ✓ ลงในช่องที่เหมาะสม

## ส่วนที่ 1: ข้อมูลส่วนบุคคล

## 1. โปรดระบุเพศของท่าน

☐ ชาย ☐ หญิง

## 2. โปรดระบุอายุของท่าน

☐ ต่ำกว่า 25 ☐ 25-34 ☐ 35-44 ☐ 45-55 ☐ มากกว่า 55

## 3. โปรดระบุสถานภาพสมรสของท่าน

☐ โสด ☐ สมรส ☐ อื่นๆ.....(โปรดระบุ)

## 4. โปรดระบุระดับการศึกษาของท่าน

☐ ต่ำกว่าปริญญาตรี ☐ ปริญญาตรี ☐ ปริญญาโทหรือสูงกว่า

## 5. โปรดระบุรายได้ของท่านต่อเดือน

☐ 15,000 บาทหรือน้อยกว่า ☐ 15,001 – 30,000 บาท  
☐ 30,001 – 40,000 บาท ☐ มากกว่า 40,000 บาท

## 6. โปรดระบุระดับตำแหน่งงานของท่าน

☐ ระดับพนักงานปฏิบัติการ ☐ ระดับหัวหน้างาน  
☐ รองผู้จัดการแผนก ☐ ผู้จัดการแผนก ☐ อื่นๆ.....โปรดระบุ

## 7. โปรดระบุแผนกของท่าน

☐ แผนกต้อนรับ ☐ แผนกแม่บ้าน ☐ แผนกครัวและห้องอาหาร  
☐ แผนกบัญชี ☐ แผนกขายและการตลาด ☐ อื่นๆ.....โปรดระบุ

## 8. ท่านได้ทำงานในโรงแรมนานเท่าใด

☐ น้อยกว่า 1 ปี ☐ 1 – 2 ปี  
☐ 3 – 5 ปี ☐ มากกว่า 5 ปี

คำชี้แจง: กรุณาทำเครื่องหมาย ✓ บนตัวเลขในแต่ละข้อที่สะท้อนความคิดเห็นของท่านมากที่สุด

ระดับความคิดเห็น 7=เห็นด้วยอย่างยิ่ง, 6=เห็นด้วย, 5=ค่อนข้างเห็นด้วย, 4=ไม่เห็นด้วยทั้งสองอย่าง, 3=ค่อนข้างไม่เห็น

ด้วย, 2=ไม่เห็นด้วย, 1=ไม่เห็นด้วยอย่างยิ่ง

## ส่วนที่ 2: ปัจจัยที่ส่งผลต่อการจัดการความขัดแย้ง

ลักษณะความขัดแย้ง	ระดับความคิดเห็น						
1) เมื่อทำงานด้วยกันเป็นกลุ่มทำให้เกิดความตึงเครียดระหว่างฉันกับเพื่อนร่วมงาน	1	2	3	4	5	6	7
2) โดยทั่วไปฉันไม่ยินดีทำงานกับเพื่อนร่วมงานในโครงการต่างๆ	1	2	3	4	5	6	7
3) ฉันและเพื่อนร่วมงานมีความตึงเครียดทางอารมณ์ในการทำงานร่วมกัน	1	2	3	4	5	6	7
4) ฉันและเพื่อนร่วมงานมีความไม่พอใจส่วนตัวเล็กน้อยตลอดการทำงานร่วมกัน	1	2	3	4	5	6	7
5) ฉันและเพื่อนร่วมงานมีความขัดแย้งเรื่องบุคลิกภาพอย่างชัดเจน	1	2	3	4	5	6	7
ลักษณะความขัดแย้ง	ระดับความคิดเห็น						
6) ฉันและเพื่อนร่วมงานมีการทำงานร่วมกันโดยปริิษากัน	1	2	3	4	5	6	7
7) ฉันและเพื่อนร่วมงานมีสัมพันธภาพที่ดีตลอดการทำงาน	1	2	3	4	5	6	7
8) ฉันและเพื่อนร่วมงานมีความเห็นที่ต่างกันหรือนั้นประเด็นซึ่งเกี่ยวข้องกับเฉพาะกับงานที่ต้องทำให้สำเร็จ	1	2	3	4	5	6	7
9) ฉันเคารพในมุมมองของเพื่อนร่วมงานแม้จะมีคนที่มีความคิดเห็นตรงกันข้ามในประเด็นต่างๆ	1	2	3	4	5	6	7
10) ฉันและเพื่อนร่วมงานมีการท้าทายที่เป็นประโยชน์เรื่องทัศนคติความคิดและสมมติฐานในประเด็นต่างๆ	1	2	3	4	5	6	7
11) ฉันและเพื่อนร่วมงานสบายใจที่จะนำเรื่องที่เห็นไม่ตรงกันมาพูดคุยกัน	1	2	3	4	5	6	7
รูปแบบการจัดการความขัดแย้ง	ระดับความคิดเห็น						
การร่วมมือซึ่งกันและกัน							
12) ฉันได้ศึกษาประเด็นต่างๆ กับเพื่อนร่วมงานเพื่อที่จะหาวิธีแก้ปัญหาที่เหมาะสม	1	2	3	4	5	6	7
13) ฉันพยายามที่จะรวมความคิดของเพื่อนร่วมงานกับของฉันเข้าด้วยกันเพื่อให้บรรลุความคาดหวัง	1	2	3	4	5	6	7
14) ฉันตั้งใจทำงานกับเพื่อนร่วมงานเพื่อหาทางแก้ปัญหาเพื่อที่จะตอบสนองในการแก้ปัญหา	1	2	3	4	5	6	7
15) ฉันแลกเปลี่ยนความรู้ที่ถูกต้องกับเพื่อนร่วมงานเพื่อแก้ปัญหาร่วมกัน	1	2	3	4	5	6	7
16) ฉันพยายามนำทุกประเด็นต่างๆออกมาเพื่อที่จะแก้ปัญหาในทางที่ดีที่สุด	1	2	3	4	5	6	7
17) ฉันพยายามทำงานกับเพื่อนร่วมงานเพื่อความเข้าใจที่เหมาะสมในประเด็นต่างๆ	1	2	3	4	5	6	7

18) ฉันสนับสนุนเพื่อนร่วมงานให้แสดงความรู้สึกและความคิดเห็นออกมาอย่างเต็มที่	1	2	3	4	5	6	7
การยินยอมให้ผู้อื่น	ระดับความคิดเห็น						
19) ฉันพยายามตอบสนองความต้องการของบุคคลที่เกี่ยวข้องและเพื่อนร่วมงาน	1	2	3	4	5	6	7
20) ฉันพยายามช่วยเพื่อนร่วมงานไม่ให้เสียหน้าเมื่อเกิดความขัดแย้งขึ้น	1	2	3	4	5	6	7
21) ฉันรู้สึกว่ามันเป็นสิ่งสำคัญที่จะไม่ทำร้ายความรู้สึกของเพื่อนร่วมงาน	1	2	3	4	5	6	7
22) ฉันมักจะยอมให้กับเพื่อนร่วมงานของฉัน	1	2	3	4	5	6	7
23) ฉันมักจะยอมรับข้อเสนอแนะของเพื่อนร่วมงานของฉัน	1	2	3	4	5	6	7
24) ฉันสามารถปรับเปลี่ยนได้เพื่อผลประโยชน์และเป้าหมายของคนอื่น	1	2	3	4	5	6	7
การมีอำนาจเหนือผู้อื่น	ระดับความคิดเห็น						
25) ฉันใช้อิทธิพลของฉันเพื่อให้ผู้อื่นยอมรับความคิดของฉัน	1	2	3	4	5	6	7
26) ฉันใช้อำนาจของฉันเพื่อตัดสินใจในทางที่ฉันต้องการ	1	2	3	4	5	6	7
27) ฉันใช้ความเชี่ยวชาญของฉันเพื่อตัดสินใจในทางที่ฉันต้องการ	1	2	3	4	5	6	7
28) บางครั้งฉันใช้อำนาจของฉันเอาชนะเพื่อนร่วมงานในสถานการณ์ที่มีปัญหากันอยู่	1	2	3	4	5	6	7
29) ฉันยึดอยู่กับทางออกของฉันในการแก้ปัญหา	1	2	3	4	5	6	7
30) ฉันต่อสู้เพื่อให้ได้ผลลัพธ์ที่ดีสำหรับตัวฉัน	1	2	3	4	5	6	7
การหลีกเลี่ยง	ระดับความคิดเห็น						
31) ฉันมักจะหลีกเลี่ยงการโต้แย้ง	1	2	3	4	5	6	7
32) ฉันมักจะหลีกเลี่ยงการอภิปรายอย่างเปิดเผยในเรื่องที่ฉันคิดแตกต่างจากคนอื่น	1	2	3	4	5	6	7
33) ฉันหลีกเลี่ยงการเผชิญหน้ากับเพื่อนร่วมงาน	1	2	3	4	5	6	7
34) ฉันพยายามอยู่ห่างจากความขัดแย้งกับเพื่อนร่วมงาน	1	2	3	4	5	6	7
35) ฉันพยายามเก็บความขัดแย้งไว้กับตัวเองเพื่อไม่ให้เพื่อนร่วมงานรู้สึกลำบากใจ	1	2	3	4	5	6	7
การประนีประนอม	ระดับความคิดเห็น						
36) ฉันพยายามหาทางสายกลางเพื่อแก้ปัญหาในประเด็นต่างๆ	1	2	3	4	5	6	7
37) ฉันต่อรองกับเพื่อนร่วมงานเพื่อเข้าถึงการประนีประนอม	1	2	3	4	5	6	7
38) ฉันพยายามที่จะหาทางแก้ปัญหาที่น่าพอใจสำหรับฉันและเพื่อนร่วมงาน	1	2	3	4	5	6	7
39) ฉันพยายามที่จะลดความแตกต่างเพื่อเข้าถึงการประนีประนอม	1	2	3	4	5	6	7

ความพึงพอใจในงาน	ระดับความคิดเห็น						
40) ฉันพอใจที่ฉันสามารถเลือกวิธีการทำงานของฉัน	1	2	3	4	5	6	7
41) ฉันพอใจในกับเงินเดือนของฉัน	1	2	3	4	5	6	7
42) ฉันสนุกกับงานของฉัน	1	2	3	4	5	6	7
43) ฉันกระตือรือร้นอย่างมากในงานของฉัน	1	2	3	4	5	6	7
44) ฉันพอใจกับโอกาสในการเลื่อนตำแหน่งของฉัน	1	2	3	4	5	6	7
45) ฉันตั้งใจทำงานใน 1 วันให้นานขึ้นกว่าที่ฉันคาดหวังไว้	1	2	3	4	5	6	7
46) ฉันมีความรู้สึกอยากหางานใหม่น้อยลง	1	2	3	4	5	6	7
47) ฉันพอใจกับความมั่นคงในงานของฉัน	1	2	3	4	5	6	7
48) ฉันพอใจเมื่อเพื่อนร่วมงานเข้ากันได้ดี	1	2	3	4	5	6	7
49) ฉันมุ่งเน้นการทำงานที่มีความคิดริเริ่มและสร้างสรรค์	1	2	3	4	5	6	7
50) ฉันพอใจที่มีโอกาสในการปฏิบัติงานได้อย่างเต็มความสามารถของฉัน	1	2	3	4	5	6	7
51) ฉันพอใจที่ฉันมีอิสระในการตัดสินใจในที่ทำงาน	1	2	3	4	5	6	7
52) ฉันพอใจที่มีโอกาสทำงานด้วยตัวเอง	1	2	3	4	5	6	7
ผลของการทำงาน	ระดับความคิดเห็น						
53) ฉันมีความสามารถในการทำงานให้เสร็จสมบูรณ์ในเวลาที่กำหนด	1	2	3	4	5	6	7
54) ฉันทำงานบรรลุตามเป้าหมาย	1	2	3	4	5	6	7
55) ฉันมีประสิทธิภาพในการทำงาน	1	2	3	4	5	6	7
56) ฉันทำงานได้ดีกว่าพนักงานคนอื่นที่ทำงานเดียวกัน	1	2	3	4	5	6	7
57) ฉันทำงานที่มีคุณภาพสูง	1	2	3	4	5	6	7
58) ฉันสามารถทำงานหลักให้เสร็จได้ดี	1	2	3	4	5	6	7
59) ฉันมีความชำนาญในการทำงานที่เฉพาะด้านได้อย่างสมบูรณ์	1	2	3	4	5	6	7
60) ฉันตั้งใจที่จะช่วยเพื่อนร่วมงานให้ทำงานสำเร็จ	1	2	3	4	5	6	7
61) ฉันมักจะประสบความสำเร็จในการจัดการกับเหตุการณ์ที่ไม่คาดคิด(เช่น สิ่งรบกวน ภาวะวิกฤตและภาวะเศรษฐกิจซบเซา)ในงานของฉัน	1	2	3	4	5	6	7
62) ฉันมีการเปลี่ยนแปลงและพัฒนาตนเองผ่านการทำงานของฉัน	1	2	3	4	5	6	7
63) ฉันเข้ากับคนได้ง่ายในการร่วมมือทำงานกับเพื่อนร่วมงานของฉัน	1	2	3	4	5	6	7
64) ฉันมีประสิทธิภาพในการปรึกษาหารือกับเพื่อนร่วมงานของฉัน	1	2	3	4	5	6	7
65) ฉันสามารถนำเสนอความคิดในการปรับปรุงงานที่ทำให้สำเร็จ	1	2	3	4	5	6	7

## APPENDIX C



## **BIOGRAPHY**

<b>NAME</b>	Ms. Monnapat Bussaparoek
<b>DATE OF BIRTH</b>	31 October 1983
<b>PLACE OF BIRTH</b>	Bangkok, Thailand
<b>INSTITUTION ATTENDED</b>	Srinakharinwirot University, 2003-2006 Bachelor of Business Administration (Hotel and Tourism Management) Mahidol University International College, 2011-2013 Master of Management (Tourism and Hospitality Management)
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<b>CONFERENCE</b>	Global Change: Human and Social Impacts Burapha University International Conference, July 4-5, 2013