

Abstract

This study, "The Relationship between Supervisor 's Conflict Resolution Behavioral Styles as Perceived by Subordinates, Job Satisfaction and Organizational Commitment of Subordinates in a Private hospital in Bangkok," was a survey research. The purposes were to study the relationship between Supervisor 's Conflict Resolution Behavioral Styles as perceived by Subordinates , Job Satisfaction and Organizational Commitment of Subordinates. The population in this study was 152 nurses. The questionnaire consists of four parts : (1) Personal Characteristics, (2) Supervisor' s Conflict Resolution Behavioral Styles as perceived by Subordinates, (3) Job Satisfaction and (4) Organizational Commitment of Subordinates. Data were analyzed by using percentage, arithmetic mean, standard deviation ,the pearson's product moment correlation and stepwise multiple regression. The results of the study were as follows :

1. Subordinates perceived that a high level of Conflict Resolution Behavioral Styles of Supervisors were behavioral style 1,9 (country club)(\bar{X} =3.65), behavioral style 9,9 (team)(\bar{X} =3.61) and behavioral style 5,5 (middle of road) (\bar{X} =3.47) ; moderate level of Conflict Resolution Behavioral Styles of Supervisor were behavioral style 9,1 (task oriented)(\bar{X} =3.18) , behavioral style 9+9 (paternalisms) (\bar{X} =3.16) , behavioral style OPP(opportunism)(\bar{X} =2.84) and behavioral style 1,1 (impoverished) (\bar{X} =2.60) . 2. The Conflict Resolution behavioral styles of Supervisor that were found significantly , positively correlated with whole Job Satisfaction at .01 level of significance were behavioral style 9,9 (team) (r = .33) behavioral style 5,5 (middle of road) (r = .29) and behavioral style 1,9 (country club) (r = .27) .

3. The Conflict Resolution behavioral styles of Supervisor that were found significantly , negatively correlated with whole Job Satisfaction at .01 level of significance were behavioral style 1,1 (impoverished) (r = -.23) and behavioral style OPP(opportunism) (r = -.21) .

4. The Conflict Resolution Behavioral Styles of Supervisor that were not found significantly correlated with whole Job Satisfaction were behavioral style 9,1 (task oriented) ($r = -.10$), behavioral style 9+9 (paternalisms) ($r = -.03$).

5. The Conflict Resolution Behavioral Styles of Supervisor that were found significantly, positively correlated with whole Organizational Commitment of Subordinates at .01 level of significance were behavioral style 9,9 (team) ($r = .40$), behavioral style 1,9 (country club) ($r = .31$) and behavioral style 5,5 (middle of road) ($r = .30$).

6. The Conflict Resolution Behavioral Styles of Supervisor that were found significantly, negatively correlated with behavioral style whole Organizational Commitment of Subordinates at .01 level of significance were behavioral style OPP (opportunism) ($r = -.41$), behavioral style 1,1 (impoverished) ($r = -.36$) and behavioral style 9,1 (task oriented) ($r = -.27$).

7. The Conflict Resolution Behavioral Styles of Supervisor that were not found significantly correlated with whole Organizational Commitment of Subordinates were behavioral style 9+9 (paternalisms) ($r = -.16$).

8. The whole Job Satisfaction of Subordinates were found significantly, positively correlated with whole Organizational Commitment of Subordinates at .01 level of significance ($r = .58$).

9. The Conflict Resolution Behavioral Styles 9,9 (team) of Supervisor could predict whole Job Satisfaction of Subordinates. This predictor accounted for a total of 11.7 % of whole Job Satisfaction of Subordinates.

10. The Conflict Resolution Behavioral Styles OPP (opportunism) and behavioral style 9,9 (team) of Supervisor could predict whole Organizational Commitment of Subordinates. These two predictors accounted for a total of 20.6 % of whole Organizational Commitment of Subordinates.

The finding could be used as guidelines improve management system and develop supervisor. This is to increase Job Satisfaction and Organizational

Commitment of nurses in order that they can work with high competency ; and the organization will gain the highest benefits.