

ABSTRACT

This study examined the effects of three variables: gender, work experience and organizational cultures between a Japanese company and an American company on preferred conflict management styles. A convenience sample of 100 Thai staff in both companies answered the Thomas–Kilmann Conflict Mode Instrument (TKI) by selecting possible behaviors in given situations to identify one of the five conflict management styles: competition, avoidance, accommodation, compromise, and collaboration. The results suggest that there was no significant difference of chosen conflict management styles among employees categorized by work experience (low, moderate and high) and organizational culture (Japan and American); whereas the preferred styles of conflict management were significantly different between male respondents and female respondents. Although male staff tended to solve conflict more competitively than female staff, both preferred a low level competition style while female staff members were more likely to select compromising methods to resolve in conflicts.