# CHAPTER THREE

# METHODOLOGY

This chapter describes: (1) the subjects, (2) the materials, (3) the procedures used in the collection and analysis of the data, and (4) the data analysis.

## 3.1    SUBJECTS

The subjects in this study were 100 Thai employees from 2 companies:

1.  50 Thai employees of a Japanese company in the sections of export and sales, IT, inventory, planning, logistics and price

2.  50 Thai employees of an American company in the sections of engineering, human resource, accounting, quality control and BOI.

## 3.2    MATERIALS

The purpose of this section was to describe the research instrument and techniques employed in the gathering of the data.

The research instrument in the study was a questionnaire using collective administration. The questions in the questionnaire were composed of 2 parts as follows:

**Part 1: General Information**

This part provided the demographic information: gender, age, years of work experience and organizational culture.

**Part 2: Measurement of conflict management styles**

This part provided Thomas-Kilmann conflict mode instrument constructed by Kenneth W. Thomas and Ralph H. Kilmann to measure conflict

management styles of avoidance, competition, compromise, accommodation, and collaboration (Thomas & Kilmann, 1986 as cited in Sermsak Visalaporn, 2540). There were 30 pairs of statements describing possible behavioral responses and each pair consisting of "A" or "B" statement to be selected by respondents by considering the statement which they are likely to behave in conflict. This instrument in Thai version was created by Sermsak Visalaporn (2540) and has been referred to by researchers studying conflict management styles in Thailand. Sukanya Promkun (2549) used this instrument and measured the reliability by Pearson's Product Moment Correlation Coefficient as 0.85.

**The reliability of the research instrument**

The reliability of the questionnaire in this research was measured by Test-Retest method of 10 respondents who work in a Japanese company and are not the samples of this research and the retest was conducted with the same people 1 month after the first test. The reliability was measured by Pearson's Product Moment Correlation Coefficient and had a reliability coefficient of 0.846 meaning high reliability for data collection.

3.3    PROCEDURES

This section describes the procedure for conducting this research by following topics:

3.3.1    Research Design

This research applied cross-sectional study design (one-shot or status studies) by taking a cross section of samples at one time (Kumar, 1999) to find out the conflict management styles of Thai staff in a Japanese company and an American company at the time of the study.

3.3.2    Data Collection

*1. Distribution of the questionnaire*

110 hard copies of the questionnaire were distributed to 55 Thai staff in a Japanese company and 55 Thai staff in an American company from November 22, 2009 to December 3, 2009 and 100 copies (91%) were returned.

*2. Processing Data*

Data from the completed questionnaires were entered  into Statistical Package for Social Science for Windows (SPSS) version 13.0 to calculate and analyze the answers of the respondents.

*3.  Scoring and Interpreting*

To operationalize the conflict management styles, Scoring and Interpreting the Thomas-Kilmann Conflict Mode Instrument from Sermsak Visalaporn (2540) were applied according to Table 1 and Table 2 below.

*Table 1. Score of conflict management style*

| Conflict Management Style | Item | | | | | | | | | | | | No of Items |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1. Accommodation | 1B | 3B | 4B | 11B | 15A | 16A | 18A | 21A | 24A | 25B | 27B | 30A | 12 |
| 2. Avoidace | 1A | 5B | 6A | 7A | 9A | 12A | 15B | 17B | 19B | 23B | 27A | 29B | 12 |
| 3. Collaboration | 2B | 5A | 8B | 11A | 14A | 19A | 20A | 21B | 23A | 26B | 28B | 30B | 12 |
| 4. Competition | 3A | 6B | 8A | 9B | 10A | 13B | 14B | 16B | 17A | 22B | 25A | 28A | 12 |
| 5. Compromise | 2A | 4A | 7B | 10B | 12B | 13A | 18B | 20B | 22A | 24B | 26A | 29A | 12 |

*Table 2.  Level of the score of each conflict management styles*

| Conflict Management Style | Score | | |
|---|---|---|---|
| | Low level 25% | Middle level 50% | High level  25% |
| 1. Accommodation | 0-3 | 4-5 | 6-12 |
| 2. Avoidace | 0-4 | 5-7 | 8-12 |
| 3. Collaboration | 0-5 | 6-8 | 9-12 |
| 4. Competition | 0-3 | 4-7 | 8-12 |
| 5. Compromise | 0-4 | 5-8 | 9-12 |

The score of each conflict management styles was calculated using Table 1 to find the highest score of conflict management styles and identify the conflict management style of each respondent (Sermsak Visalaporn, 2540) and calculate the mean and standard deviation of each conflict management style. Table 2 was used to examine the level of conflict management styles by comparing the mean with Table 2 to group into 3 levels of conflict management styles: low, middle and high level.

3.4    DATA ANALYSIS

The data gathered from the completed questionnaires was analyzed using SPSS for windows version 13.0 to identify the conflict management styles categorized by gender, years of work experience and organizational culture and to test the research hypotheses. According to Dewberry (2004)'s explanation of statistical methods for organizational research, the following statistics were used for analysis of this study:

1. The conflict management styles categorized by gender, years of work experience and organizational culture were shown in descriptive statistics of frequency, percentage, mean and standard deviation.

2. Hypothesis 1 was tested by applying *T*-test statistics to find out the difference between conflict management styles of the female Thai staff and the male Thai staff.

3.  Hypothesis 2 was analyzed by applying *T*-test statistics to compare between the conflict management styles of Thai staff who work in a Japanese company and Thai staff who work in an American company.

4.  Hypothesis 3 which composes of 3 groups of years of work experience was tested using one-way ANOVA (Analysis of variances) statistics to determine the difference between conflict management styles of Thai staff categorized by groups of years of work experience: less than 5 years or low experience, 5-10 years or moderate experience, more than 10 years or high experience.

In summary, this chapter has shown the methodology which consists of the population and samples, the research instrument, research design, data collection method, and data analysis. In the next chapter, the result of this research study will be presented.