

CHAPTER FOUR

RESULTS

The previous chapter explained the methodology of the research. This chapter reports the results of the study which is divided into 3 parts based on the data gathered from the questionnaires as follows: (1) Personal data of respondents (2) Conflict management styles (3) Test of research hypotheses.

4.1. PERSONAL DATA OF RESPONDENTS

This part is included to search information of gender, age, years of work experience, and organizational culture of respondents in order to be used in the analysis of data. From answers of the questionnaire the respondents were aged in the range of 21-50 years old and the result of gender, years of work experience and organizational culture are shown by frequency and percent in Table 3-5.

Table 3 shows that the number of respondents consisted of 51 female respondents (51%) and 49 male respondents (49%).

Table 3. Gender of the respondents

Gender	Frequency	Percent
Female	51	51.0%
Male	49	49.0%
Total	100	100%

Table 4 indicates that the majority of the respondents have over 10 years work experience (49%), followed by 5-10 years (33%) and lower than 5 years (18%).

Table 4. Respondents' years of work experience

Years of Work Experience	Frequency	Percent
<5 years	18	18.0%
5-10 years	33	33.0%
>10 years	49	49.0%
Total	100	100%

Table 5 demonstrates that 50% of respondents came from an American company and 50% of respondents worked in a Japanese company.

Table 5. Respondents' organizational culture

Organizational Culture	Frequency	Percent
American	50	50.0%
Japanese	50	50.0%
Total	100	100%

4.2 CONFLICT MANAGEMENT STYLES

This section reveals the conflict management styles of overall respondents in Table 6 and conflict management styles of each group: gender, years of work experience and organizational culture by presenting frequencies and percentages in Tables 7-9 and the results of the level of conflict management styles are presented in Tables 10-12.

The overall respondents were described by conflict management styles in Table 6. It shows that the majority of respondents (34%) preferred to apply compromise style in conflict, followed by collaboration (29%), avoidance (16%), accommodation (12%), and competition (9%).

Table 6. Conflict management styles of overall respondents

Conflict Management Styles	Frequency	Percent
1. Accommodation	12	12%
2. Avoidance	16	16%
3. Collaboration	29	29%
4. Competition	9	9%
5. Compromise	34	34%
Total	100	100%

According to Table 7, the majority of female respondents preferred to utilize compromise style in conflict (39.2%), followed by avoidance (25.5%), collaborating (17.6%), accommodation (11.8%) and competition (5.9%). Most male respondents were more likely to collaborate (40.8%) and were less likely to compromise (28.6%), compete and accommodate (12.2%) and were least likely to avoid in conflict situation.

Table 7. Gender and conflict management styles (n =Frequency)

Gender	Conflict Management Styles											
	Accommodation		Avoidance		Collaboration		Competition		Compromise		Total	
	n	%	n	%	n	%	n	%	n	%	n	%
Female	6	11.8%	13	25.5%	9	17.6%	3	5.9%	20	39.2%	51	51.0%
Male	6	12.2%	3	6.1%	20	40.8%	6	12.2%	14	28.6%	49	49.0%

Table 8 reveals that there was an equal number of respondents who had lower than 5 years experience applying accommodation, avoidance, collaboration, and compromise with 22% while more than a half of those with 5-10 years work experience (51.5%) mostly preferred to use compromise, and the majority of respondents with over 10 years work experience (38.8%) selected collaboration to deal with conflict.

Table 8. Years of work experience and conflict management styles (n =Frequency)

Years of Work Experience	Conflict Management Styles											
	Accommodation		Avoidance		Collaboration		Competition		Compromise		Total	
	n	%	n	%	n	%	n	%	n	%	n	%
<5 years	4	22.2%	4	22.2%	4	22.2%	2	11.2%	4	22.2%	18	18.0%
5-10 years	1	3.0%	6	18.2%	6	18.2%	3	9.1%	17	51.5%	33	33.0%
>10 years	7	14.3%	6	12.2%	19	38.8%	4	8.2%	13	26.5%	49	49.0%

Referring to Table 9, the majority of respondents who worked in an American company tended to compromise in conflict (34%), followed by using collaboration (24%), avoidance (18%), accommodation (14%) and competition (10%), whereas most respondents who worked in a Japanese company tended to practice compromise and collaboration (34%), followed by avoidance (14%), accommodation (10%) and competition (8%) accordingly.

Table 9. Organizational culture and conflict management styles (n =Frequency)

Organizational Culture	Conflict Management Styles											
	Accommodation		Avoidance		Collaboration		Competition		Compromise		Total	
	n	%	n	%	n	%	n	%	n	%	n	%
American	7	14.0%	9	18.0%	12	24.0%	5	10.0%	17	34.0%	50	50.0%
Japanese	5	10.0%	7	14.0%	17	34.0%	4	8.0%	17	34.0%	50	50.0%

The level of the conflict management styles categorized by gender in Table 10 shows that female respondents have a high level of accommodation style while male respondents have a middle level of accommodation style. In avoidance, collaboration and compromise, both female respondents and male respondents have the same level of usage at the middle level. However, both female respondents and male respondents selected to use competition style at a low level.

Table 10. Gender and the level of conflict management style

Conflict Management Styles	Gender					
	Female (n=51)			Male (n=49)		
	Mean	Std	Level	Mean	Std	Level
1. Accommodation	6.10	1.93	High	5.22	2.19	Middle
2. Avoidance	6.86	1.89	Middle	6.04	1.59	Middle
3. Collaboration	6.98	1.67	Middle	8.00	1.91	Middle
4. Competition	2.45	1.81	Low	3.69	2.61	Low
5. Compromise	7.61	1.52	Middle	7.04	2.14	Middle

According to Table 11, only respondents who have low experience prominently practiced accommodation style at a high level and respondents who have moderate experience and high experience used accommodation style at the middle level. In addition, every group of respondents had the middle level in using avoidance, collaboration and compromise while using competitive style was a low level.

Table 11. Years of work experience and the level of conflict management styles

Conflict Management Styles	Years of Work Experience								
	Less than 5 years (n=18)			5-10 years (n=33)			More than 10 years (n=49)		
	Mean	Std	Level	Mean	Std	Level	Mean	Std	Level
1. Accommodation	6.28	2.02	High	5.09	1.77	Middle	5.84	2.27	Middle
2. Avoidance	7.06	1.76	Middle	6.48	1.75	Middle	6.22	1.81	Middle
3. Collaboration	7.00	2.14	Middle	7.33	1.90	Middle	7.76	1.70	Middle
4. Competition	2.72	1.87	Low	3.30	2.48	Low	3.02	2.37	Low
5. Compromise	6.94	1.73	Middle	7.79	1.76	Middle	7.16	1.95	Middle

Studying organizational culture and the level of conflict management styles is shown in Table 12. It displays that respondents who worked in a Japanese company and an American company have the same level in using every conflict management

style: accommodation, avoidance, collaboration, competition, and compromise. They utilized accommodation, avoidance, collaboration, and compromise at the middle level and practiced competition at a low level.

Table 12. Organizational culture and the level of conflict management styles

Conflict Management Styles	Organizational Culture					
	American (n=50)			Japanese (n=50)		
	Mean	Std	Level	Mean	Std	Level
1. Accommodation	5.62	2.32	Middle	5.72	1.87	Middle
2. Avoidance	6.50	1.92	Middle	6.42	1.67	Middle
3. Collaboration	7.40	1.80	Middle	7.56	1.93	Middle
4. Competition	3.04	2.47	Low	3.08	2.17	Low
5. Compromise	7.44	1.82	Middle	7.22	1.92	Middle

4.3 TEST OF RESEARCH HYPOTHESES

This part displays the results in a ratio scale of the difference of conflict management style in the perspectives of gender, years of work experience and organizational culture in Table 13-15.

Hypothesis 1 was analyzed by *T*-test statistics to prove whether there is difference between conflict management styles of female Thai staff and male Thai staff. It was discovered in Table 13 that female respondents and male respondents had a significant difference in using competition style and compromise style ($p < 0.05$) at a 95% confidence level; in other words, gender is likely to influence the usage of conflict management styles. Although both women and men preferred competitive style at a low level, male respondents were more likely to compete than were female respondents. Meanwhile, female respondents were more likely to select compromise style than were male respondents, whereas level of compromising for both was at a middle level.

Table 13. Mean and standard deviation of the score and *p*- value of statistics *T*-test separated by gender

Conflict Management Styles	Gender				<i>t</i>	<i>p</i>
	Female (n=51)		Male (n=49)			
	Mean	Std	Mean	Std		
1. Accommodation	6.10	1.93	5.22	2.19	2.117	0.537
2. Avoidance	6.86	1.89	6.04	1.59	2.349	0.388
3. Collaboration	6.98	1.67	8.00	1.91	-2.843	0.183
4. Competition	2.45	1.81	3.69	2.61	-2.776	0.017[*]
5. Compromise	7.61	1.52	7.04	2.14	1.531	0.049[*]

The result of Analysis of variance to test the research hypothesis 2 in revealing the difference among conflict management styles of Thai staff categorized by years of work experience into 3 groups is demonstrated in Table 14 by one-way ANOVA statistics. Table 14 reveals that there was no significant difference of using conflict management styles of Thai staff who have different years of experience (low, moderate, and high) ($p > 0.05$) at 95% confidence level. It means years of work experience were unlikely to influence the selected conflict management styles of Thai staff. In other words, every group of years of work experience was unlikely to use different conflict management styles.

Table 14. Mean and standard deviation of the score and *p*- value of one-way ANOVA by years of work experience

Conflict Management Styles		Sum of Squares	<i>df</i>	Mean Square	<i>F</i>	<i>p</i> -value
Accommodation	Between Groups	19.08	2	9.54	2.22	0.11
	Within Groups	417.03	97	4.30		
	Total	436.11	99			
Avoidance	Between Groups	9.12	2	4.56	1.44	0.24
	Within Groups	307.72	97	3.17		
	Total	316.84	99			
Collaboration	Between Groups	8.57	2	4.28	1.25	0.29
	Within Groups	332.39	97	3.43		
	Total	340.96	99			
Competition	Between Groups	4.08	2	2.04	0.38	0.69
	Within Groups	525.56	97	5.42		
	Total	529.64	99			
Compromise	Between Groups	10.96	2	5.48	1.60	0.21
	Within Groups	333.15	97	3.43		
	Total	344.11	99			

Illustrated in Table 15, the difference between conflict management styles of Thai staff who work in a Japanese company and an American company (Organizational culture) in the research hypothesis 3 was tested by *T*-test statistics. The findings display that there was no significant difference of conflict management styles in organizational culture ($p > 0.05$) at a 95% confidence level; that is, organizational culture did not have a tendency to affect conflict management styles of Thai staff working in a Japanese company and Thai staff working in an American company as they were likely to utilize the same conflict management styles.

Table 15. Mean and standard deviation of the score and p- value of T-test by organizational culture

Conflict Management Styles	Organizational Culture				<i>t</i>	<i>p</i>
	American (n=50)		Japanese (n=50)			
	Mean	Std	Mean	Std		
1. Accommodation	5.62	2.32	5.72	1.87	-0.237	0.165
2. Avoidance	6.50	1.92	6.42	1.67	0.223	0.590
3. Collaboration	7.40	1.80	7.56	1.93	-0.429	0.442
4. Competition	3.04	2.47	3.08	2.17	-0.086	0.529
5. Compromise	7.44	1.82	7.22	1.92	0.588	0.428

The findings of the study will be summarized and discussed in the next chapter.