

# **Conflict Management Styles of Selected Managers and Their Relationship With Management and Organization Variables**

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## **Abstract**

*This study sought to determine the relationship between the conflict management styles of managers and certain management and organization factors. A total of 462 top, middle, and lower managers from 72 companies participated in the study which utilized the Thomas-Killman Conflict Mode Instrument. To facilitate the computation of the statistical data, a microcomputer and a software package was used.*

*The majority of the managers of the 17 types of organization included in the study use collaborative mode of managing conflict. This finding is congruent with the findings of past studies conducted on managers of commercial banks, service, manufacturing, trading advertising, appliance, investment houses, and overseas recruitment industries showing their high degree of objectivity and assertiveness of their own personal goals and of other people's concerns. The second dominant style, which is compromising, indicates their desire in sharing and searching for solutions that result in satisfaction among conflicting parties. This finding is highly consistent with the strong Filipino value of smooth interpersonal relationships (SIR) as reflected and discussed in the numerous researches on Filipino values.*

*The chi-square tests generated by the computer package in statistics showed independence between the manager's conflict management styles and each of the variables of sex, civil status, position level at work, work experience, type of corporation, and number of subordinates. This result is again congruent with those of past studies conducted in the Philippines. The past and present findings may imply that conflict management mode may be a highly personal style that is not dependent on any of these variables included in the study. However, the chi-square tests show that management style is dependent on the manager's age and educational attainment.*

## **PART I. Introduction**

Modern management theory shows that conflict is indispensable and unavoidable in contrast to the traditional theory positing conflict to be harmful, and, thus, should be suppressed and avoided.<sup>1</sup> To the extent that conflict is effectively stimulated, directed, and controlled, the

organization could become efficient.<sup>2</sup> Hence, managers should know how to manage it. Various management styles that are developed and used may be reflective of certain factors surrounding the managers themselves and the organization culture itself.

### 1. Objectives of the Study

The general aim of this study is to survey and describe the conflict management styles of some managers by identifying their dominant and not so dominant styles.

Specifically, it determines the relationship between their styles and certain management and organization factors.

### 2. Scope of Study

The present investigation covers 72 companies engaged in utilities, oil, banking, advertising, consumer durables, chemicals, computers, education, insurance, investment, transportation, management services, and development financing. Of these, 87% of total respondents come from service organizations, 7% from utility firms and the remaining 6% from oil. A total of 462 top and middle managers are included in the survey and were chosen according to their availability. Table 1 shows the specific companies and the percentage of respondents by category.

The managerial variables include sex, age, civil status, education, position level and years of managerial experience, while the organization factors cover type of organization and number of workers supervised.

### 3. Methodology

#### 3.1 Questionnaire

The tool used for the survey is the Thomas-Killman Conflict Mode Instrument.<sup>3</sup> It is composed of 30 questions with each question giving the respondent two choices relating to a particular conflict management style. The five styles used fall under the following categories: competing, collaborating, compromising, avoiding, and accommodating.

### 3.2 Statistical Computation

A microcomputer and software packages were used to compute the statistics on:

3.2.1 Mean scores and standard deviations per management style for all respondents; and

3.2.2 Mean scores and standard deviations per management style for each sub-group classified under each attribute.

3.2.3 Chi-squares

3.2.4 Correlation

3.2.5 Regression

## 4. Review of Related Philippine Literature

Only related literature in the Philippines is included here due to culture similarity of cases studied which makes the discussion relevant and meaningful.

Various groups of MBA students in the College of Business Administration of the University of the Philippines conducted separate studies on conflict management styles of managers of various organizations. In all the investigations made, the same Thomas-Killman Conflict Mode Instrument was used. All the studies sought to establish relationships between managers' conflict management style and chosen variables such as age, sex, civil status, position at work, educational attainment, number of years in current position, number of subordinates, and type of organization.

In 1987 one study among 71 officers of seven universal banks showed a joint sharing-collaboration style. Utilizing the chi-square analysis, significant relationships between sex, age, and educational attainment on one hand and conflict management style on the other hand were established at .95 level of confidence and a degree of freedom equal to one.<sup>4</sup>

In 1988, three studies were made. A survey of 102 officers occupying middle to top management positions in 17 randomly selected commercial banks in the Philippines was conducted. They are more inclined to adopt a collaborative style in handling conflict while the accommodating mode is least used. The bank

officers' styles are independent of the eight variables: age, sex, civil status, educational attainment, management position, number of years in current position, number of subordinates, and type of organization.<sup>5</sup>

One hundred twenty-six top and middle level managers of advertising, appliance, chemical, computer, education, insurance, investment house, and overseas recruitment firms manifested frequent use of the collaborative and sharing modes of handling conflict. At .01 level of significance, the findings indicate that their conflict management styles are not dependent on their position level of management, age, civil status, educational attainment, and sex.<sup>6</sup>

Another parallel study was conducted using 57 graduate students in the MBA and DBA programs of the College of Business Administration of the University of the Philippines working in service, manufacturing, and trading organizations. Their distinct conflict management style is the compromising mode. Both the chi-square tests and stepwise regression analyses showed no significant relationship between their conflict management style and the variables of age, sex, organization, number of subordinates, sector.<sup>7</sup>

In 1987 the present author conducted the same study among 104 managers. The significant conflict management styles were found to be collaborative and compromising, which show the same findings as those in the above-mentioned studies except the 1987 study of universal bank managers. Similarity of results is also shown on the independence of style and variables used.

The above studies came out with almost the same findings on the type of conflict management styles among managers and the same results on the lack of significant relationship between their styles and the eight variables cited. However, there is a need to increase the size of cases so that better distribution correlation results with higher level of confidence. All the cases used in the past mentioned studies are put together in the present investigation. A bigger number of cases (462) constitutes a better and an adequate representation of the managerial group coming from various types of industry.

## **PART II. Presentation and Analysis of Data**

### **1. Managerial and Organizational Characteristics**

#### **1.1 Respondents' Profile**

Of the 462 respondents, 299 of them (65%) are men while the remaining 35% are women. Based on this datum, it would seem that majority of the respondents holding managerial positions in the 17 types of organizations are male. This finding is consistent with the statistics presented in various managerial studies in Metro Manila.<sup>8</sup>

The age range of respondents is between 23 and 60 years. Mean age is 34.6 with  $\sigma = 8.51$ . This shows that the managers are getting younger, a fact also borne in other recent researches in the Philippines.<sup>9</sup>

More than half of the respondents (66%) are married, which is expected since the management position requires maturity.

In terms of educational attainment, almost three-fourths (72%) have a college education while about 25% have masteral degrees or are pursuing graduate studies, with 13 possessing a doctorate degree and one with remaining units in college. The managers are, therefore, academically prepared, a qualification which helps them become professionally qualified. However, practice in the 17 types of companies does not strictly require a graduate degree. Hence, the majority of the managers finished only a college education.

Almost one third (32%) of the respondents occupy top management positions. The majority (68%) are either in the middle or lower management position. It was very difficult to pin down top management to answer the survey questionnaire. Moreover, there are fewer top managers (presidents and vice presidents) or chief executive officers than the middle or lower managers in any organization.

About 50% of the respondents have less than six years of managerial experience, with a significant minority

having had more than 20 years. Seven years is the overall average length of work experience with  $\sigma = 5.63$ .

## 1.2 Organization Variables

The average number of workers supervised is 15 personnel ( $\sigma = 26.8$ ).

Of the total respondents, 79% are with Filipino corporations and 21% are with multinationals.

## 2. Conflict Management Styles of Respondents

### 2.1 For the entire group

Table 2 and Figure 1 shows the manager respondents' styles in handling conflict. Figure 2 shows the relative positions of the managers' scores. Table 3, on the other hand, reflects the means and standard deviations by variable and conflict management style.

Figure 1 shows that the managers' dominant and back up styles of managing conflict are collaborative ( $\mu = 7.15$  and  $\sigma = 2.09$ ) and compromising ( $\mu = 7.00$  and  $\sigma = 2.24$ ), while the least chosen mode is the accommodating stance ( $\mu = 4.02$  and  $\sigma = 2.19$ ).

Table 3 indicates that both men and women managers are primarily collaborative at 7.21,  $\sigma = 2.08$  and 7.02,  $\sigma = 2.12$ , respectively, and secondly, compromising at 6.95,  $\sigma = 2.22$  and 7.08,  $\sigma = 2.30$ , respectively.

At all age groups from below 31 to above 50 are also collaborative with means at 7.00 and above and compromising at 6.60 and above for their means.

Single managers possess collaborative dominant style with a mean score of 7.06 ( $\sigma = 2.05$ ), while the married group emerges to be also collaborative, scoring 7.20 ( $\sigma = 2.09$ ).

On the variable of education, contrasting management styles for those with college degrees and graduate education are evident. Those who finished college education possess compromising dominant management style with a mean score of 7.04 ( $\sigma = 2.24$ ) and for

collaborating style at 6.95 ( $\sigma = 2.08$ ). Those with MBA degree are firstly collaborative at 7.63 ( $\sigma = 2.12$ ) and secondarily compromising at 6.99 ( $\sigma = 2.19$ ). The 13 managers who have doctorate degrees prefer to be compromising at 7.00. Although the range of deviations at 2.45 does not show high dispersion, the back up style at 6.77 for collaboration may be more significant with a standard deviation of 1.64.

In terms of position level, respondents who belong to the top and middle management take most frequently the collaborating stance at 7.18 and 7.12, respectively. However, top management secondly opt to be compromising with a score 6.83 ( $\sigma = 2.16$ ) and middle management takes the same style at 7.08 ( $\sigma = 2.30$ ). In general, it can be surmised that those in top positions are collaborative in their way of handling conflict.

The number of years in a managerial position reveals distinct differences between collaborating and compromising stances. It is noteworthy that those who have stayed the longest, that is, 20 years and above, score highest in both collaborating ( $\mu = 8.00$ ,  $\sigma = 2.00$ ) and compromising ( $\mu = 10.00$ ,  $\sigma = 1.63$ ) styles. Because there are only four managers in this group, the findings here may not be conclusive. The second longest staying group (11–20 years) scores highest at collaborative 7.59 and  $\mu = 1.90$  and 6.83,  $\sigma = 2.37$  for being compromising.

The type of corporation does not show any distinctions in the conflict management styles. The first and second highest scores for both types of corporations are collaborative and compromising, respectively, at 7.11 ( $\sigma = 2.11$ ) and 6.95 ( $\sigma = 2.25$ ) for Filipino and 7.37 ( $\sigma = 1.90$ ) and 6.77 ( $\sigma = 2.21$ ) for multinationals. These scores reflect a wider range for both styles more especially for the multinational corporations.

Managers with less than 11 workers obtain their highest scores at compromising (6.99) and collaborating (6.87) with s.d.'s at 2.41 and 2.23, respectively.

For those supervising between 11 to 20 workers, the emerging style is collaborative at 7.29 and  $\sigma = 2.09$ , followed by the style which is compromising at 6.71 and  $\sigma = 2.05$ .

The most significant style for those with 21 to 30 workers is collaborative with a score of 7.62 and  $\sigma = 1.76$ . Compromising mode comes second at 6.92 and  $\sigma = 2.18$ .

By line of business, the conflict management modes of managers are reflected in Table 4. Land transport (7.43), air transport (7.33) and consumer durables (7.17) managers rank topmost in sporting the competitive style, while those in communications and management services utilize this style the least. Managers in management services are most collaborative (8.18), followed by those in the investment houses (7.76) and consumer durables (7.58). Managers in communication (8.33), power (8.17), and investment house (8.10) highly tend to compromise when faced with conflicting situations and people with different opinions and ideas. Managers in overseas recruitment (7.89), power (7.33), and advertising (6.89) are highest in avoidance, while their lowermost opposite is the group of consumer durables managers (4.3). The most accommodating managers are those in the overseas recruitment (5.67), communication (5.00), air transport (4.83), and industrial chemicals (4.82).

### 3. Relationship Between Variables and Conflict Management Style

Table 5 shows the correlation matrix of conflict management styles by variable.

The matrix reflects only one highly significant correlation and this is between education and collaborative style ( $P=.009$ ). Managers with graduate degrees have higher scores in collaborative style. While age and competition are significantly correlated ( $P=.037$ ), correlation is negative ( $-0.1142$ ). The younger managers are more competitive than their older counterparts. Likewise, a significant negative correlation exists between education and avoidance style ( $P=.055$ );  $-0.0919$ .



Managers who have finished graduate education show lower avoidance style scores. Only when taken together, the correlation between the three variables (position, length of service, and number of workers) is significant with compromising style. These findings are also shown in the regression equations in Table 6.

Since the review of literature on this subject in the Philippines utilized the chi-square tests as mentioned above, the present investigation made use of the same tests.

Table 7 summarizes the results of the chi-square using the cross-tabulation from Table 8.

The test for independence portrayed in Table 7 shows that conflict management styles are highly dependent on the variables of education, length of service, and numbers of workers, whereas moderate relationship exists between age of the managers and their styles. There is no significant dependence between the variables of sex, civil status, position, type of corporation, and their mode of managing differences.

#### 4. Conclusions

Each conflict management style exhibits its own strengths and weaknesses. Thus, effective management style called for may differ depending on the situation. The modern approach to management, known as situational leadership, is founded on this basic premise.

This study, however, sought to determine the conflict management styles dominant in the Philippine context among managers. The high degree of assertiveness in achieving personal goals and the high degree of cooperativeness about other people's goals are evidenced by the collaborative style used significantly by the managers. These managers aim for a win-win situation. Their educational training (most of them are college graduates and degree holders) has helped them develop the skills necessary in handling conflicts. This also shows that Filipino managers are gradually adopting the western management practices and concepts. Collaboration, though

basically alien to the Filipino culture, leads to the most effective methods of conflict management.

Compromising, the second dominant style, is consistent with the Filipino values and practices, such as *pakikisama* (going together), *tayo-tayo* (togetherness), bayanihan (spirit of helping each other), and smooth interpersonal relationship with wide use of euphemisms in order not to hurt anybody.<sup>10</sup> Filipinos generally exhibit a desire to please by settling at a solution in which each party in conflict may end at a partial win-partial lose situation.

The significant collaborative and compromising modes of managing by the managers of utilities, oil, and service companies as reflected in the present study are markedly congruent with those of commercial banks<sup>11</sup> (collaborative and compromising), of the mixed three groups of service, manufacturing and trading (collaborative and compromising) of the mixed eight industries of advertising, appliance, chemical, computer, education, insurance, investment house, and overseas recruitment<sup>12</sup> (collaborative and compromising)—all in the order mentioned. To a great extent, this pattern is consistent with those of universal banks whose styles are compromising and collaborative, an inverted order of the same styles.

The above findings are supported by the written works of Guthrie and Lynch<sup>13</sup> about Filipino values of humility, sense of harmony, inner serenity, and sensitivity to people.

The statistical results generated by computer packages used in this study show that conflict management style is highly dependent on the educational attainment of the manager. As a matter of fact, education and collaboration are highly correlated. There is also a significant dependence between age and management style. Moreover, younger managers are more competitive than older ones.

The type of industry to which the organization belongs affects the style of conflict management. This result is understandable and can be expected due to the different goals of the organization arising from the types of product of services.

Variables other than these (education and age) show no significant relationship with conflict management style. However, position, length of service, and number of subordinates, when taken together, are quite significant.

Results showing independence of style and variables used may imply that conflict management style may be a highly personal characteristic that is not dependent on or related to sex, civil status, position level at work, work experience, and institutional variables like type of corporation and number of subordinates.

#### 5. Recommendation

If another survey will be conducted, additional variables which may affect management style should be included:

- a. Socioeconomic background of the managers. The background of the individual would also affect the management style. This could be in the form of socio-economic status, family background, type of school, geographic location of upbringing, and other related factors.
- b. Presence or absence of a union. The kind of union (aggressive, apathetic) may have a bearing on the decision making of management.
- c. Gravity of the problem/issue under given situations may affect the management style.
- d. Size and complexity of the company, whether large, medium, or small size may be an influential factor.

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**Table 1. Participants of the Study by Name of Company and Line of Business**

Name	Percentage of respondents (N = 462)
<b>Utilities:</b>	<b>6.71</b>
1. Manila Electric Company	
2. Meralco Transit Organization	
3. Metropolitan Waterworks and Sewerage System	
4. Philippine Air Lines	
5. Philippine Long Distance Telephone Company	
<b>Oil:</b>	<b>6.49</b>
1. Caltex Philippines	
2. Philippine National Oil Company	
3. Pilipinas Shell	
<b>Banking (Service):</b>	<b>40.48</b>
1. Allied Banking Corporation	
2. Asian Development Bank	
3. Bank of America, NT & SA	
4. Bank of the Philippine Islands	
5. China Banking Corporation	
6. CityTrust Banking Corporation	
7. EquitableBanking Corporation	
8. Far East Bank & Trust Company	
9. Metropolitan Bank & Trust Company	
10. Philippine Bank of Communications	
11. Philippine Commercial International Bank	
12. Philippine National Bank	
13. Philippine Trust Banking Company	
14. Republic Planters Bank	
15. Rizal Commercial Banking Corporation	
16. Security Bank & Trust Company	
17. The International Corporate Bank	
18. Traders Royal Bank	
19. Union Bank of the Philippines	
20. United Coconut Planters Bank	
<b>Advertising (Service):</b>	<b>3.90</b>
1. Basic Motivators	
2. J. Walter Thompson Philippines	
3. McCann-Ericson	
4. Reach Advertising, Inc.	
5. The Group	
6. Wells Advertising & Marketing Agency, Inc.	

<b>Consumer Durables (Service):</b>	<b>2.60</b>
1. Precision Electronics	
2. Sanyo Philippines, Inc.	
3. Solid Corporation	
4. Standard Electric Manufacturing Corporation	
5. Union Industries, Inc.	
<b>Chemicals (Service):</b>	<b>3.46</b>
1. Asian Chemical, Inc.	
2. Exxon Chemical Philippines, Inc.	
3. Monsanto Chemical, Inc.	
4. Sumitomo Chemical Limited	
5. Transworld Trading Company, Inc.	
6. Union Carbide Philippines, Inc.	
<b>Computers (Service):</b>	<b>3.68</b>
1. Burroughs Limited	
2. Data General Philippines, Inc.	
3. Exbyte Technologies Corporation	
4. IBM Philippines	
5. NCR Corporation (Philippines)	
6. Uniphil Computer Corporation	
<b>Education (Service):</b>	<b>3.46</b>
1. Ateneo de Manila University	
2. Far Eastern University	
3. Ortañez University	
4. University of Santo Tomas	
5. University of the East	
6. University of the Philippines	
<b>Insurance (Service):</b>	<b>5.84</b>
1. Beneficial Life	
2. BF Lifeman Insurance Corporation	
3. Government Service Insurance Company	
4. Philippine Prudential Life	
5. Philippine-Asia Insurance Company	
6. Pioneer Life	
7. Traveller Life Assurance Company	
<b>Investment (Service):</b>	<b>4.55</b>
1. BPI Investment Corporation	
2. CityTrust Unibanking Group (FNCB)	
3. First Philippine Capital Corporation	
4. Merchants Investment Corporation	
5. Private Development Corporation of the Philippines	
6. State Investment House, Inc.	

<b>Placement (Service):</b>	<b>1.95</b>
1. Asian Integrated Management System, Inc.	
2. Bellestars	
3. Crescent International Services	
4. PHILAC	
5. Search Management Corporation	
6. Skillworld Management	
<b>Management Services (Service):</b>	<b>2.38</b>
1. Sycip, Gorres, Velayo & Co.	
<b>Development Financing (Service):</b>	<b>2.16</b>
1. National Development Corporation	
<b>U.P. MBA Student:</b>	<b>12.34</b>
	<b>100.00</b>

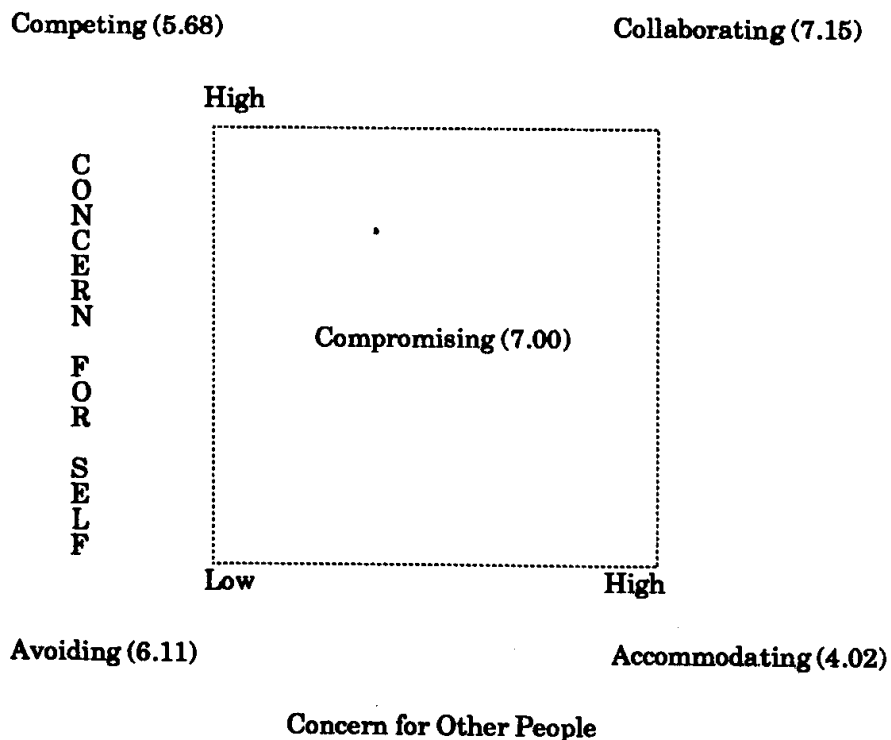
**Table 2. Management Style by Value and Percentage**

Value	Compet	Colla	Compro	Avoid	Accom
0	2.80	0.00	0.00	1.10	2.20
1	5.60	0.60	0.60	0.90	9.30
2	8.40	0.90	0.90	3.20	17.70
3	11.30	3.70	5.80	6.90	16.00
4	9.70	5.80	8.20	11.00	15.40
5	8.90	10.40	10.60	16.70	13.20
6	11.50	14.10	13.60	16.70	13.40
7	12.10	18.80	15.60	15.40	6.10
8	9.50	19.50	16.90	14.10	3.50
9	10.00	13.60	14.50	7.10	2.20
10	5.60	8.00	8.40	5.40	0.90
11	2.20	3.50	3.90	1.30	0.00
12	2.40	1.10	0.90	0.20	0.20

**Figure 1. Management Style by Value and Percentage**

Value	Compet	Colla	Compro	Avoid	Accom
0	++	+	+	+	++
1	++++	+	+	+	+++++
2	+++++	+	+	+++	+++++
3	+++++	+++	++++	++++	+++++
4	+++++	++++	+++++	+++++	+++++
5	+++++	+++++	+++++	+++++	+++++
6	+++++	+++++	+++++	+++++	+++++
7	+++++	+++++	+++++	+++++	+++++
8	+++++	+++++	+++++	+++++	+++++
9	+++++	+++++	+++++	+++++	+++++
10	++++	+++++	+++++	++++	+
11	++	+++	+++	+	+
12	++	+	+	+	+
MEAN	5.68	7.15	7.00	6.11	4.02
STD. DEV.	2.98	2.09	2.24	2.23	2.19

**Figure 2. Relative Positions of Management Styles Scores of Respondent Managers**





**Table 3. Means and Standard Deviations by Variable and Conflict Management Style**

VARIABLE	No. of Cases	%	COMPET		COLLA		COMPRO		AVOID		ACCOM	
			X	S.D.	X	S.D.	X	S.D.	X	S.D.	X	S.D.
<b>1. SEX</b>												
a. Male	299	64.90	5.77	3.02	7.21	2.08	6.95	2.22	5.97	2.22	4.06	2.21
b. Female	162	35.10	5.54	2.87	7.02	2.12	7.08	2.30	6.36	2.25	3.93	2.17
<b>2. AGE</b>												
a. < 31	130	38.80	6.15	3.23	7.03	2.09	6.87	2.20	6.11	2.15	3.79	2.18
b. 31-40	140	41.80	5.62	2.90	7.20	2.16	7.12	2.27	6.06	2.37	3.98	2.16
c. 41-50	45	13.40	5.49	2.78	7.36	2.22	6.60	2.64	6.22	2.43	4.38	2.14
d. > 50	20	6.00	4.95	3.07	7.00	1.86	7.20	2.02	6.40	2.23	4.40	2.50
<b>3. CIVIL STATUS</b>												
a. Single	156	34.00	5.77	2.97	7.06	2.05	6.94	2.27	6.12	2.25	4.12	2.16
b. Married	303	66.00	5.66	2.98	7.20	2.09	7.01	2.24	6.11	2.23	3.95	2.22
<b>4. EDUCATION</b>												
a. Undergrad. Units	1	0.20	9.00	—	8.00	—	3.00	—	6.00	—	4.00	—
b. College	314	72.00	5.59	2.93	6.95	2.08	7.04	2.24	6.23	2.24	4.13	2.23
c. Masteral	108	24.80	6.01	2.92	7.63	2.12	6.99	2.19	5.68	2.17	3.69	2.06
d. Doctoral	13	3.00	4.92	2.56	6.77	1.64	7.00	2.45	6.62	1.61	4.31	1.97
<b>5. POSITION</b>												
a. Top Mgt.	137	31.80	5.61	2.87	7.18	2.08	6.83	2.16	6.04	2.04	4.23	2.36
b. Middle Mgt.	294	68.20	5.71	2.96	7.12	2.06	7.08	2.30	6.16	2.29	3.90	2.09
<b>6. LENGTH OF SERVICE</b>												
a. < 6 years	106	49.80	5.74	3.17	7.26	2.21	6.70	2.30	6.31	2.25	3.95	2.29
b. 6-10 years	62	29.10	5.98	2.94	6.74	2.22	6.73	2.36	6.60	2.20	3.95	1.97
c. 11-20 years	41	19.20	5.39	3.23	7.59	1.90	6.83	2.37	5.51	2.43	4.68	2.32
d. > 20 years	4	1.90	5.00	2.16	8.00	2.00	10.00	1.63	4.50	2.08	2.50	0.58
<b>7. TYPE OF CORP.</b>												
a. Filipino	245	79.00	5.53	2.93	7.11	2.11	6.95	2.25	6.24	2.19	4.10	2.21
b. Multinational	65	21.00	6.23	3.14	7.37	1.90	6.77	2.21	5.74	2.38	3.88	2.10
<b>8. NUMBER OF WORKERS</b>												
a. < 11	127	66.10	5.63	2.99	6.87	2.23	6.99	2.41	6.46	2.27	4.02	2.08
b. 11-20	38	19.80	5.50	3.24	7.29	2.09	6.71	2.05	6.24	2.56	4.21	2.69
c. 21-30	13	6.80	5.31	3.79	7.62	1.76	6.92	2.18	6.85	1.57	3.31	2.18
d. > 30	14	7.30	6.64	2.50	8.00	1.80	6.14	2.74	4.93	1.64	4.29	1.44



**Table 5. Correlation Matrix of Conflict Style by Variable**

VARIABLE	COMPET	COLLA	COMPRO	AVOID	ACCOM
SEX (N=461)	0.0364 P=.436	0.0438 P=.384	-0.0270 P=.563	-0.0823 P=.078	0.0292 P=.532
AGE (N=335)	-0.1142 P=.037	-0.0014 P=.979	0.0329 P=.548	0.0320 P=.559	0.0963 P=.078
CIVIL STATUS (N=460)	-0.0192 P=.681	0.0412 P=.378	0.0108 P=.817	-0.0039 P=.993	-0.0355 P=.447
EDUCATION (N=436)	0.0444 P=.355	0.1254 P=.009	-0.0080 P=.868	-0.0919 P=.055	-0.0776 P=.105
POSITION (N=431)	-0.0150 P=.757	0.0151 P=.755	-0.0515 P=.286	-0.0251 P=.603	0.0718 P=.137
TYPE OF CORP. (N=310)	-0.0958 P=.092	-0.0512 P=.369	0.0331 P=.561	0.0923 P=.105	0.0413 P=.469
LENGTH OF SERV. (N=213)	-0.0590 P=.391	0.0477 P=.489	0.0976 P=.156	-0.0964 P=.161	0.0446 P=.518
NO. OF WORKERS (N=192)	0.1091 P=.132	0.0865 P=.233	-0.1298 P=.073	-0.1170 P=.106	0.0262 P=.718

**Table 6. Multiple Regression Equations**

COLLA (2.10825)	=	6.83803 (.17692)	+	1.08697 EDUC (.37738)
r = .20990		$\alpha = .0045$		Model is highly significant.
AVOID (2.23638)	=	6.57746 (.18767)	-	1.17746 EDUC (.40032)
r = .21415		$\alpha = .0037$		Model is highly significant.
COMPET (3.01906)	=	7.17914 (.69164)	-	.04070 AGE (.01940)
r = .11420		$\alpha = .0367$		Model is significant.
COMPRO (2.31445)	=	6.56229 (.29786)	+	.09335 SERVICE (.03913)
			-	1.50125 POSITION (.67964)
			-	.01242 WORKERS (.00641)
r = .23018		$\alpha = .0211$		Model is significant.

**Table 7. Chi-Square Tests Between Conflict Management Style and Variables**

VARIABLES	CHI-SQUARE	D.F.	PROB.	RELATIONSHIP
Sex	2.285	4	0.6834	Not significant
Age	25.152	12	0.0141	Significant
Civil Status	0.627	4	0.9601	Not significant
Education	28.776	8	3.471E-04	Highly significant
Position	2.010	4	0.7340	Not significant
Length of Service	238.765	12	6.050E-12	Highly significant
Type of Corp.	7.557	4	0.1092	Not significant
No. of Workers	83.382	12	1.340E-12	Highly significant

**Table 8. Chi-Square Crosstabulation**

**CROSSTAB/CHI-SQUARE TESTS**

OBSERVED VALUES (Cell format: count/ percent:total/ percent:row/ percent:col)

	Style Compet	Style Colla	Style Compro	Style Avoid	Style Accom	Total
Sex	577	721	695	597	406	2996
Male	9.63	12.04	11.60	9.97	6.78	50.03
	19.26	24.07	23.20	19.93	13.55	
	51.02	50.67	49.54	48.42	50.81	
Sex	554	702	708	636	393	2993
Female	9.25	11.72	11.82	10.62	6.56	49.97
	18.51	23.45	23.66	21.25	13.13	
	48.98	49.33	50.46	51.58	49.19	
Total	1131	1423	1403	1233	799	5989
	18.88	23.76	23.43	20.59	13.34	100.00

CHI-SQUARE = 2.285, D.F. = 4, PROB. = .6834 > .05 Not significant

OBSERVED VALUES (Cell format: count/ percent:total/ percent:row/ percent: col)

	Style Compet	Style Colla	Style Compro	Style Avoid	Style Accom	Total
Age	615	703	687	611	379	2995
< 31	5.13	5.86	5.73	5.09	3.16	24.97
	20.53	23.47	22.94	20.40	12.65	
	27.69	24.59	24.72	24.65	22.90	
Age	562	720	712	606	398	2998
31-40	4.69	6.00	5.94	5.05	3.32	25.00
	18.75	24.02	23.75	20.21	13.28	
	25.30	25.18	25.62	24.45	24.05	
Age	549	736	660	622	438	3005
41-50	4.58	6.14	5.50	5.19	3.65	25.06
	18.27	24.49	21.96	20.70	14.58	
	24.72	25.74	23.75	25.09	26.47	
Age	495	700	720	640	440	2995
> 50	4.13	5.84	6.00	5.34	3.67	24.97
	16.53	23.37	24.04	21.37	14.69	
	22.29	24.48	25.91	25.82	26.59	
Total	2221	2859	2779	2479	1655	11993
	18.52	23.84	23.17	20.67	13.80	100.00

CHI-SQUARE = 25.152, D.F. = 12, PROB. = .0141 < .05 Significant

CROSSTAB/CHI-SQUARE TESTS

OBSERVED VALUES (Cell format: count/ percent:total/ percent:row/ percent:col)

	STYLE COMPET	STYLE COLLA	STYLE COMPRO	STYLE AVOID	STYLE ACCOM	TOTAL
Status	577	706	694	612	412	3001
Single	9.63	11.78	11.58	10.21	6.87	50.07
	19.23	23.53	23.13	20.39	13.73	
	50.48	49.51	49.75	50.04	51.05	
Status	566	720	701	611	395	2993
Married	9.44	12.01	11.70	10.19	6.59	49.93
	18.91	24.06	23.42	20.41	13.20	
	49.52	50.49	50.25	49.96	48.95	
Total	1143	1426	1395	1223	807	5994
	19.07	23.79	23.27	20.40	13.46	100.00

CHI-SQUARE = .627, D.F. = 4, PROB. = .9601 > .05 Not significant

OBSERVED VALUES (Cell format: count/ percent:total/ percent:row/ percent:col)

	STYLE COMPET	STYLE COLLA	STYLE COMPRO	STYLE AVOID	STYLE ACCOM	TOTAL
Education	559	695	704	623	413	2994
College	6.24	7.76	7.86	6.96	4.61	33.43
	18.67	23.21	23.51	20.81	13.79	
	33.84	32.55	33.48	33.62	34.05	
Education	601	763	699	568	369	3000
Masteral	6.71	8.52	7.80	6.34	4.12	33.50
	20.03	25.43	23.30	18.93	12.30	
	36.38	35.74	33.24	30.65	30.42	
Education	492	677	700	662	431	2962
Doctoral	5.49	7.56	7.82	7.39	4.81	33.07
	16.61	22.86	23.63	22.35	14.55	
	29.78	31.71	33.29	35.73	35.53	
Total	1652	2135	2103	1853	1213	8956
	18.45	23.84	23.48	20.69	13.54	100.00

CHI-SQUARE = 28.776, D.F. = 8, PROB. = 3.471E-04 < .01 Highly significant

.0003



CROSSTAB/CHI-SQUARE TESTS

OBSERVED VALUES (Cell format: count/ percent:total/ percent:row/ percent:col)

	STYLE COMPET	STYLE COLLA	STYLE COMPRO	STYLE AVOID	STYLE ACCOM	TOTAL
CorpType	553	711	695	624	410	2993
Filipino	9.23	11.87	11.60	10.41	6.84	49.95
	18.48	23.76	23.22	20.85	13.70	
	47.02	49.10	50.66	52.09	51.38	
CorpType	623	737	677	574	388	2999
MultiNatl	10.40	12.30	11.30	9.58	6.48	50.05
	20.77	24.57	22.57	19.14	12.94	
	52.98	50.90	49.34	47.91	48.62	
Total	1176	1448	1372	1198	798	5992
	19.63	24.17	22.90	19.99	13.32	100.00

CHI-SQUARE = 7.557, D.F. = 4, PROB. = .1092 > .05 Not significant

OBSERVED VALUES (Cell format: count/ percent:total/ percent:row/ percent:col)

	STYLE COMPET	STYLE COLLA	STYLE COMPRO	STYLE AVOID	STYLE ACCOM	TOTAL
ServYrs	574	726	670	631	395	2996
< 6	4.78	6.05	5.59	5.26	3.29	24.97
	19.16	24.23	22.36	21.06	13.18	
	25.96	24.54	22.14	27.53	26.19	
ServYrs	598	674	673	660	395	3000
6-10	4.98	5.62	5.61	5.50	3.29	25.01
	19.93	22.47	22.43	22.00	13.17	
	27.05	22.78	22.24	28.80	26.19	
ServYrs	539	759	683	551	468	3000
11-20	4.49	6.33	5.69	4.59	3.90	25.01
	17.97	25.30	22.77	18.37	15.60	
	24.38	25.65	22.57	24.04	31.03	
ServYrs	500	800	1000	450	250	3000
> 20	4.17	6.67	8.34	3.75	2.08	25.01
	16.67	26.67	33.33	15.00	8.33	
	22.61	27.04	33.05	19.63	16.58	
Total	2211	2959	3026	2292	1508	11996

CHI-SQUARE = 238.765, D.F. = 12, PROB. = 6.050E-12, < .01 Highly significant

**CROSSTAB/CHI-SQUARE TESTS**

OBSERVED VALUES (Cell format: count/ percent:total/ percent:row/ percent:col)

	STYLE COMPET	STYLE COLLA	STYLE COMPRO	STYLE AVOID	STYLE ACCOM	TOTAL
<b>Workers</b>	<b>563</b>	<b>687</b>	<b>699</b>	<b>646</b>	<b>402</b>	<b>2997</b>
< 11	4.69	5.73	5.83	5.39	3.35	24.99
	18.79	22.92	23.32	21.55	13.41	
	24.39	23.07	26.12	26.39	25.39	
<b>Workers</b>	<b>550</b>	<b>729</b>	<b>671</b>	<b>624</b>	<b>421</b>	<b>2995</b>
11-20	4.59	6.08	5.59	5.20	3.51	24.97
	18.36	24.34	22.40	20.83	14.06	
	23.83	24.48	25.07	25.49	26.60	
<b>Workers</b>	<b>531</b>	<b>762</b>	<b>692</b>	<b>685</b>	<b>331</b>	<b>3001</b>
21-30	4.43	6.35	5.77	5.71	2.76	25.02
	17.69	25.39	23.06	22.83	11.03	
	23.01	25.59	25.86	27.98	20.91	
<b>Workers</b>	<b>664</b>	<b>800</b>	<b>614</b>	<b>493</b>	<b>429</b>	<b>3000</b>
> 30	5.54	6.67	5.12	4.11	3.58	25.01
	22.13	26.67	20.47	16.43	14.30	
	28.77	26.86	22.94	20.14	27.10	
<b>Total</b>	<b>2308</b>	<b>2978</b>	<b>2676</b>	<b>2448</b>	<b>1583</b>	<b>11993</b>
	19.24	24.83	22.31	20.41	13.20	100.00

CHI-SQUARE = 83.382, D.F. = 12, PROB. = 1.340E-12 < .01 Highly significant