

**THE RELATIONSHIPS BETWEEN CONFLICT MANAGEMENT STYLES
OF HIGHER EDUCATION ADMINISTRATORS AND
ORGANIZATIONAL COMMUNICATION CLIMATE**

By

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**A Dissertation Submitted in Partial Fulfillment of
The Requirements for The Degree of Doctor of Philosophy
(Development Administration)
School of Public Administration
National Institute of Development Administration**

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DEDICATION

To my beloved father,

Mr. Pruang Nakhata,

and eldest sister,


Ms. Tuanchai Nakhata,


who gave so much of themselves
through their lives towards my professional goals.

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ABSTRACT

Title of Dissertation : **The Relationships Between Conflict Management Styles of Higher Education Administrators and Organizational Communication Climate**

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The objectives of this study were to study the relationships between conflict management styles of higher education administrators and organizational communication climate. The population in this study were presidents, rectors, and deans of public universities under supervision of Ministry of University Affairs and Ministry of Education. They were 534 persons. The sample size was 223 persons. The instrument was questionnaire and in-depth interviews 12 administrators. Analytical statistics used in this study were Frequency, Percentage, Mean, Standard Deviation, T-Test, One-way ANOVA, and Pearson Product Correlation Coefficient.

The results were as follows:

1. The majority of administrators reported their gender as male, age as 51-60 years, educational level as Master's Degree, type of institute as Rajabhat (under MOE), and number of years in administration as 1-5 years.
2. The cumulative totals of the three psychological factors (attitude, personality, and perception) indicated the administrators have an overall highly positive attitude towards conflict management styles, they have positive personalities in dealing with conflict, and they have a highly accurate perception of conflict situations in their respective institutes. Their opinion on psychological factors showed a high level both in every factor and in the total result.
3. The administrators sometimes showed their behaviors on every conflict management style. When considering each style, it was found that they often used

collaboration and compromising while competition and accommodation were sometimes used. They seldom chose avoidance as their conflict management style.

4. In sum, the administrators often showed their behaviors in every communication style. When considering each style, it was found that they sometimes used empathy vs. neutrality and problem orientation vs. control while the other styles they often used.

5. The comparison of conflict management styles divided by gender, age, educational level, institutes, and number of years in administrative position, found as follows:

5.1 Gender: The results indicated that administrators with different gender had no different conflict management styles both in total and in each style.

5.2 Age: In sum, it was determined a statistically significant different at alpha level 0.05 that administrators with different ages had different management styles. When considering each style, avoidance was statistically significant different at alpha level 0.01 while the results of the other styles provided no evidence of statistically significant differences.

5.3 Educational level: In sum, it was determined a statistically significant different at alpha level 0.01 that administrators with different educational level had different management styles. When considering each style, avoidance and accommodation were statistically significant different at alpha level 0.05 and 0.01 while the results of the other styles provided no evidence of statistically significant differences.

5.4 Institutes: In sum, the results provided no evidence of statistically significant differences among institutes. When considering each style, avoidance was statistically significant different at alpha level 0.01 while the results of the other styles provided no evidence of statistically significant differences.

5.5 Number of years in administrative position: In sum and in each item, the results of one-way analysis of variance procedures provided no evidence of statistically significant differences among years in administrative position.

6. The results of relationships between psychological factors: attitude, personality, and perception, were that they had positive relation with every conflict management style at statistically significant at alpha level 0.01 and 0.05.

7. The results of the relationships between conflict management styles and communication climate were as follows:

7.1 Collaboration style had relationship with supportive communication climate at statistically significant at alpha level 0.01 both in sum and in each communication style.

7.2 In sum, avoidance style had no relationship with communication climate.

7.3 In sum, competition style had no relationship with communication climate. When considering each style there was relationship with supportive climate from the communication style: empathy vs. neutrality, spontaneity vs. strategy and problem vs. control while there was no relationship with the other styles.

7.4 In sum, accommodation style had no relationship with communication climate. When considering each style there was relationship with supportive climate from only spontaneity vs. strategy while there was no relationship with the other styles.

7.5 In sum, compromising style had relationship with supportive communication climate at statistically significant at alpha level 0.01 and 0.05. When considering each style there was relationship with supportive climate from description, empathy, equality, spontaneity, and problem orientation at alpha level 0.01 except no relationship by provisionalism vs. certainty.

8. The additional data from in depth interviews showed that in Thai culture, people treated each other as members in family as it was known as "Greng-Jai" showed the influence upon the choice of conflict management styles.

The results showed the consistency with quantitative data that conflict management styles the administrators used were collaboration and compromise. The two styles had relationship with supportive communication climate.

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