



GUIDELINES FOR EFFECTIVE CONFLICT MANAGEMENT IN THE
WORKPLACE: A CASE STUDY OF ABC COMPANY LOCATED IN LAEM
CHABANG, CHONBURI

METAVEE CHAUM

AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE MASTER DEGREE OF BUSINESS
ADMINISTRATION (INTERNATIONAL PROGRAM)
IN BUSINESS ADMINISTRATION
GRADUATE SCHOOL OF COMMERCE
BURAPHA UNIVERSITY

2021

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แนวทางประสิทธิภาพในการจัดการข้อขัดแย้งในสถานที่ทำงาน: กรณีศึกษา บริษัท ABC ตั้งอยู่
ที่แหลมฉบัง จังหวัดชลบุรี



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The Independent Study of Metavee Chaum has been approved by the examining committee to be partial fulfillment of the requirements for the Master Degree of Business Administration (International Program) in Business Administration of Burapha University

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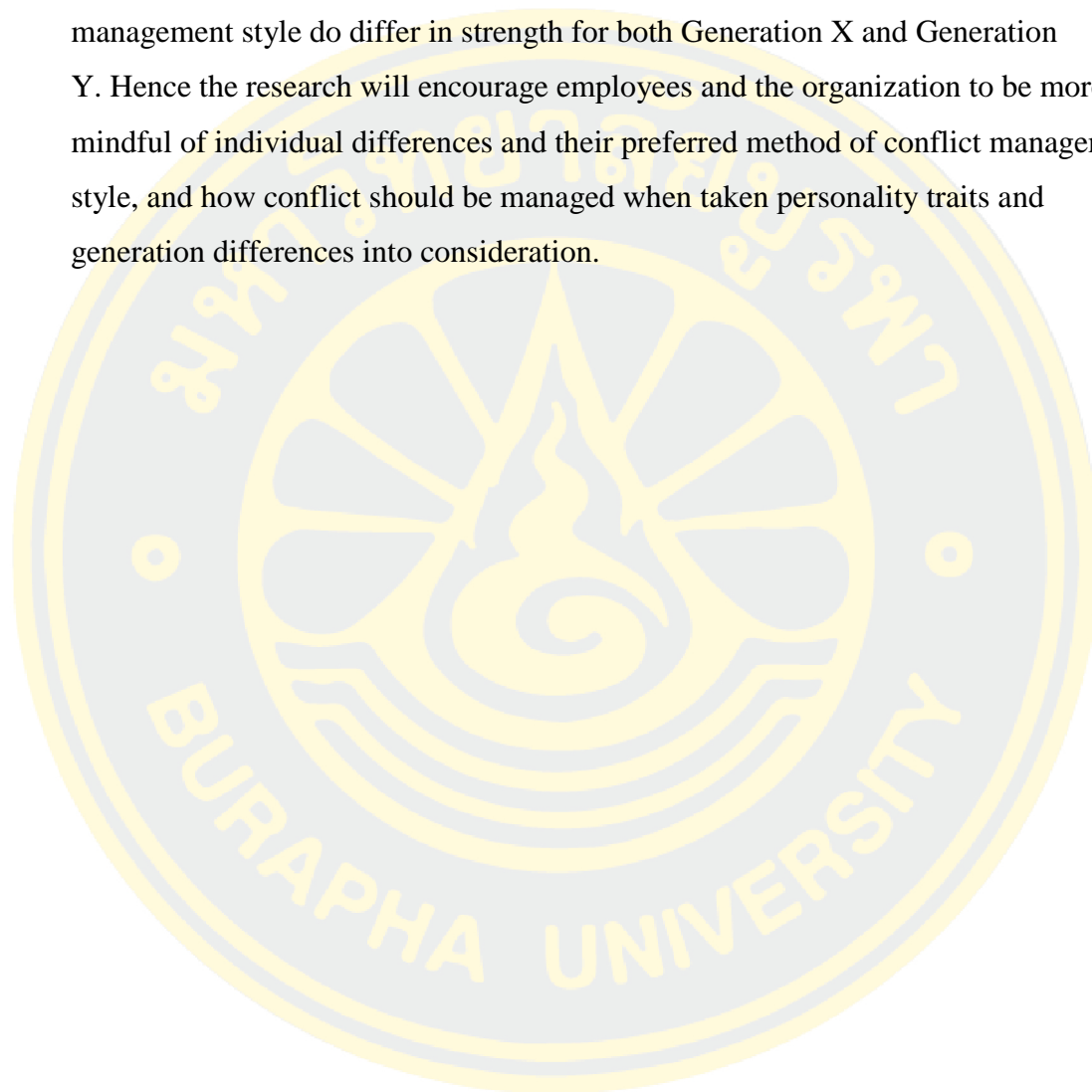
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METAVEE CHAUM : GUIDELINES FOR EFFECTIVE CONFLICT MANAGEMENT IN THE WORKPLACE: A CASE STUDY OF ABC COMPANY LOCATED IN LAEM CHABANG, CHONBURI. ADVISORY COMMITTEE: SUPASIT LERTBUASIN, Ph.D. 2021.

Conflict in the workplace is inevitable: everyone commonly experiences conflict in the workplace. However, it is not just individuals themselves who need to face and overcome conflict within the workplace, but it also depends on how the organization manages these conflicts. The Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism, affect how conflict occurs for each individual and also how they manage these conflicts. Generations can also play a factor in conflict in the workplace when there are multiple generations working together in the same workforce. Different generations tend to have different behaviors and preferences, and sometimes having different generations working together can lead to both advantages and disadvantages. The model of conflict resolution developed by Kenneth Thomas and Ralph Kilmann in 1974 will be utilized in this research paper. The Thomas-Kilmann Conflict Mode Instrument (TKI) is a tool that is widely used in today's workforce to describe the five major styles of conflict management, which are competing, collaborating, compromising, avoiding, and accommodating, to help understand the different ways individuals deal with and manage conflict and create more productive outcomes.

The purpose of this research was to analyze and define the different types of personalities and generations and their conflict management style at ABC Company in Laem Chabang, Chonburi, as well as to define the conflict management solution and style that is most suitable for the employees and employers when it comes to handling conflict in the organization according to the factors of personality traits and generation differences. The data received for this research study came from a total of 126 participants who are currently employed at ABC Company, in Laem Chabang, Chonburi, with the use of nonprobability sampling method of convenience

sampling. The data was collected with the use of a closed-ended questionnaire. The results of the study suggest that there is a significant difference between some dimensions of the Big-Five personality traits and conflict management style. Also, the relationship between some dimensions of the Big-Five personality traits and conflict management style do differ in strength for both Generation X and Generation Y. Hence the research will encourage employees and the organization to be more mindful of individual differences and their preferred method of conflict management style, and how conflict should be managed when taken personality traits and generation differences into consideration.



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Metavee Chaum

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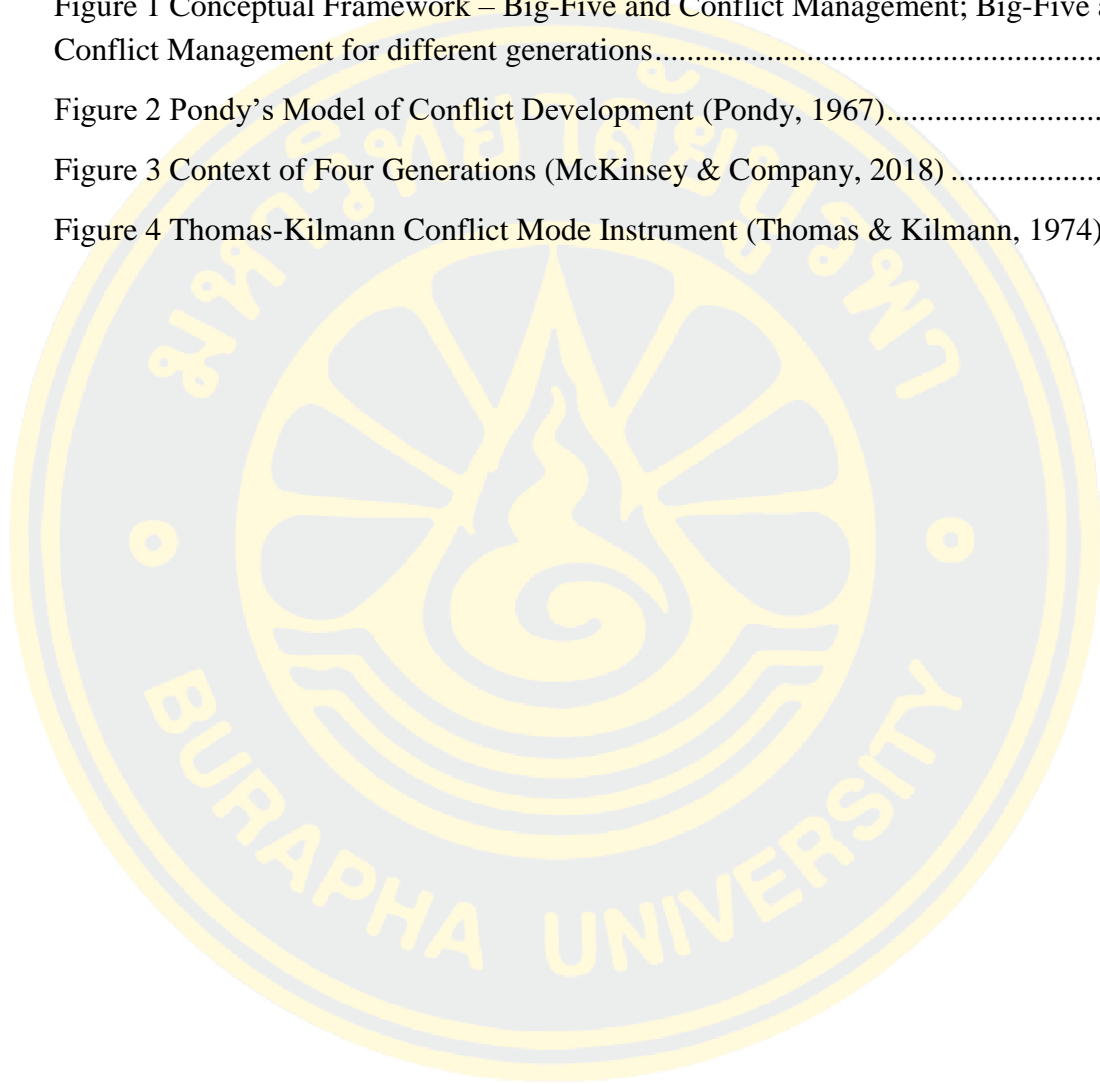
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CHAPTER 1

INTRODUCTION

Background of the study

Everyone commonly experiences conflict in the workplace which can either be positive or negative. Regardless of how well organizations are able to manage workplace conflict, conflict in the workplace is inevitable and a common occurrence. Conflicts often occur as a result of differing viewpoints, personalities, needs, expectations, values, and workplace practices (Ajirowo, 2019). Conflict can arise in all types of situations as a result of the differences in our demographics, personality, communication style and company culture of what is viewed as appropriate and inappropriate behavior. While conflict can deteriorate an employee's job performance it can also move the company's performance forward. If conflict is managed properly, it can lead to the building of positive relationships, communication enhancement, new innovations, increased motivation and peer learning (Asante, 2020). Companies should have a clear guideline on how to handle workplace conflict, specifically when the organization consists of employees of diverse demographics, generations, and personalities.

There are many opinions and definitions to conflict, in general, conflict can be interpreted as a clash among individuals due to the differences in attitudes, interests, thought processes, understanding, perceptions, and requirements (Juneja, n.d.). Conflict, on the other hand, can occur when different individuals have different opinions or ideas in achieving a certain goal even though they may already have the same perception towards the goal. However, if conflict is managed properly, organizations can actually achieve something that is beneficial from the conflicts such as learning and collaboration enhancement, development of new opportunities and future leaders. Negative conflict can lead to ineffective and unproductive outcomes, while positive conflict can be of benefit towards the organization (Yusuf, 2017). If left unresolved, conflict in the workplace can impact the teams' performance negatively, and can eventually lead to financial losses for the organization. Conflict

can be beneficial to the organization, such as effectiveness, collaboration and creativity, if channeled properly.

Positive conflicts are simply differences of opinions. Positive conflict leads to knowledge and skill expansion, development of new ideas, promotes creativity, and solving of problems (Gosnell, 2019). No hard feelings or hurtful intentions are involved during a positive conflict but not all are able to distinguish the differences between positive conflict and negative conflict without clear guidelines and understanding of the differences.

Negative conflicts, on the other hand, can have both physical and psychological effects on the individual if left unresolved. Unresolved conflict can lead to tension, increase stress level in employees, and distract the organization in achieving their mission or goal (Society for Human Resource Management, n.d.). Negative conflicts can eventually lead to reduce employee morale, absenteeism, anxiety, stress, depression or even suicide. Negative conflicts do not only impact the employee but also have a great impact on the employer.

Organizations are a very important factor in what is viewed as appropriate behavior, what is not appropriate behavior, and how to address behaviors leading to conflicts in the workplace. By having a clear set of guidelines and policy in place concerning conflict management in the workplace, employees usually feel safe and satisfied within the workplace. Satisfied employees can then bring forth great morale to the company and as a result lead to increased customer satisfaction (Chamberlain & Zhao, 2019). Such satisfied employees are known to have more respect, empathy, a better understanding and responsibility towards the demands and needs of the customers. However, conflict can be detrimental to the employers, if left unresolved, in which the costs can include reduced employee productivity, morale, satisfaction, increased absenteeism, turnover, increased workers' compensation costs and an overall loss of reputation to the organization.

Industrialization in Thailand is becoming one of the main contributors of Thailand's economy. Industrialization encourages innovation and advancement, whilst generating employment and educational opportunities to the economy. Increased standard of living, job growth and productivity are the results of an industrialized economy. Industrialization brings foreign direct investment, especially

with the Industrial Estate Authority of Thailand (IEAT) granting both tax and non-tax incentives and exceptional privileges equally to both Thai and foreign investors. The industrial estates are located in the eastern region, Bangkok and central region, northeastern and northern regions, western region, and southern region in Thailand. Especially in the eastern region of Thailand, which includes the provinces of Chachoengsao, Prachinburi, Rayong, Chonburi, and so forth, is becoming the area that has attracted the most of the investors' interest and is becoming one of the highest potential for growth for Thailand's economy. The reason behind the eastern region having the largest number of industrial estates is due to the connection of this area, whether it be the communications network of both road and air transportations, airlinks, commercial shipping, and easily accessible to Bangkok. Laem Chabang Industrial Estate, established in 1982 with approximately 300 companies, is one of the industrial estates located in the eastern region of Thailand (Industrial Estate Authority of Thailand, 2021).

ABC Company, located in Laem Chabang Industrial Estate employs approximately 141 fixed term employees in total, providing a full-scope service provider center specializing in performance and technology serving all of Asia-Pacific. ABC Company puts as much emphasis on their customers as well as their employees. The organization believes that all conflicts are to be resolved actively and effectively. Hence, in order to improve effective conflict management and guidelines towards conflict resolution in the workplace, the factors of conflict need to be examined and identified, such as factors on the differing personality traits and generation differences of the employees and their approach towards conflict management style.

Statement of problems

Conflict in the workplace is inevitable but does not necessarily mean it is detrimental to the organization. We have all faced some sort of conflict in the workplace every now and then, and sometimes we may be able to overcome the conflict and continue on with the work within the organization, however, this may not be the case for everyone. For some individuals, conflict in the workplace can linger and can lead to undesirable results; conflicts if left unresolved, can eventually turn a

positive working environment into a negative working environment. It is not just the individual themselves that needs to face and overcome conflict within the workplace alone, but it also depends on how the organization manages these conflicts. If the organization is unable to properly manage conflict in the workplace, it can lead to continuous conflict and can eventually reduce employee's morale, productivity, performance, job satisfaction, commitment and engagement towards the organization. Nevertheless, if conflict is properly managed, results have shown to improve employees' satisfaction, relationship towards the organization, trust, efficiency and effectiveness, in which the outcome of conflict can be due to the conflict management style adopted by each individual (Ajirowo, 2019).

The conflict management style used on one employee may not necessarily work on another employee due to the personality traits each individual possesses. According to the Big-Five (McCrae & Costa, 1987), developed from the Five-Factor Model proposed by Goldberg in 1981, which highlight the five key dimensions of personality traits, in which the five personality traits are Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism. Since the Big-Five is a general overview of the personality of each individual, it can predict outcomes-related factors such as education, occupation, job satisfaction, and relationship success (Bleidorn et al., 2019). These traits can be defined as a consistent pattern of feelings, behaviors, and thoughts that distinguish individuals from one other (Bleidorn et al., 2019). Moreover, the Big Five personality traits are presumed to affect not only the conflict management style, but also how conflict affects and occurs for each individual (Priyadarshini, 2017). Apart from differences in personalities in being a reason conflict occurs, how an individual perceives conflict and chooses to handle conflict can also be another reason of conflict in the workplace (Ayub, AlQurashi, Al-Yafi, & Jehn, 2017).

Besides personality traits being a key factor in determining how conflict should be managed within the organization, there are other factors within the organization, which are the different generations of the employees. In today's workplace, there are multiple generations working together within the same organization. Different generations, which are Baby Boomers, Generation X, Generation Y (Millennials), and Generation Z tend to have different behaviors and

preferences (McKinsey & Company, 2018). This is because generations are characterized by people of similar range in age that witness and relate to similar life activities, social events, and historical events, resulting in distinct values, behaviors, views, and aspirations from other groups of people who are of different age ranges than them. Hence, each generation may have different styles of resolutions towards conflict, and it may be beneficial to the organization to understand and be made aware of the style of conflict management.

A model of conflict resolution developed by Kenneth Thomas and Ralph Kilmann in 1974 to describe the five major styles of conflict management, which are competing, collaborating, compromising, avoiding, and accommodating. There are two core dimensions in the Thomas-Kilmann Conflict Mode Instrument (TKI), which are assertiveness, which lies on the Y-axis of a graph, refers to the extent for ones' preferred outcomes that one wants to solve a conflicting situation. On the X-axis lies the terminology of cooperativeness, which is how much one is willing to resolve the problems of another person. Such that the five modes of conflict resolution lie on these two axes. The Thomas-Kilmann Conflict Mode Instrument (TKI) is widely used in today's workforce to measure, analyze, and understand the different style individuals' deal and manage with conflict, and in turn create more productive outcomes.

Therefore, the purpose of this research is to analyze and define the different types of personalities and generations and their conflict management style at ABC Company located in Laem Chabang, Chonburi, as well as to study the conflict management solution and style that is most suitable for the employees and employers when it comes to handling conflict in the organization according to the factors of personality traits and generation differences.

Purpose of the research

1. To examine whether there is a prediction between the Big-Five personality traits and conflict management style for Generation X and Generation Y.
2. To provide guidelines for effective conflict management in the workplace of ABC Company.

Conceptual framework

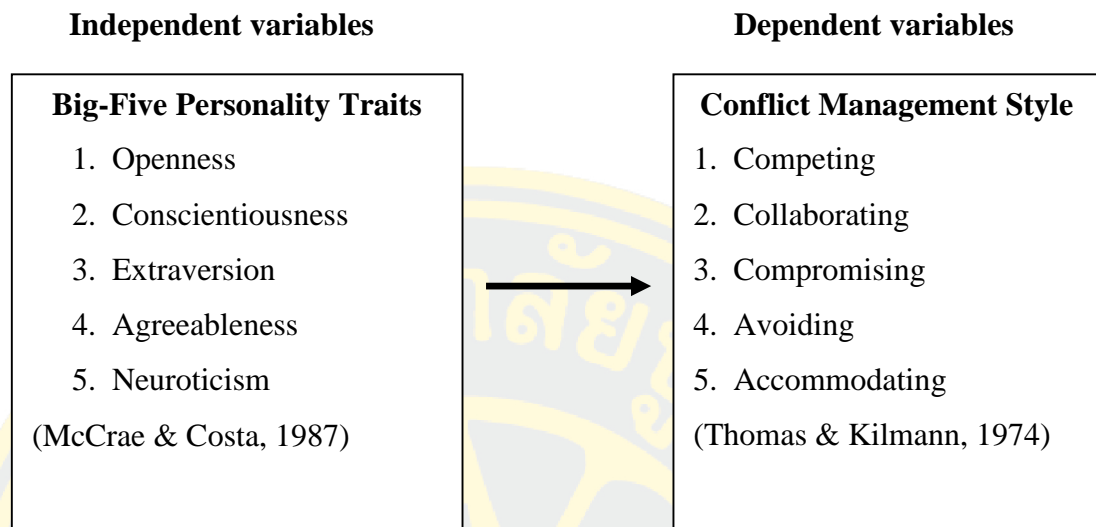


Figure 1 Conceptual Framework – Big-Five and Conflict Management; Big-Five and Conflict Management for different generations

Research hypotheses

1. H₀₁: The relationship between the Big-Five personality traits and conflict management styles do differ in strength for different generations.

Research contributions

1. To examine and identify the differing personality traits of the employees and their approach towards conflict management style of ABC Company in Laem Chabang, Chonburi.

2. To examine and identify whether generation differences differ in strength of relationship between the differing personality traits of the employees and their approach towards conflict management style of ABC Company in Laem Chabang, Chonburi.

3. To provide guidelines for conflict management style for ABC Company in Laem Chabang, Chonburi.

4. To further increase employees' performance, engagement and satisfaction in the workplace of ABC Company in Laem Chabang, Chonburi.

Scope of the study

1. Scope of content:

1.1. The independent variable consist of the Big-Five personality traits (openness, conscientiousness, extraversion, agreeableness, and neuroticism).

1.2 The moderator variable consists of two generations (Generation X, and Generation Y).

1.3 The dependent variable consists of the conflict management style (competing, collaborating, compromising, avoiding, and accommodating).

1. Scope of population:

The population for this study focuses on 141 full-time employees of ABC Company in Laem Chabang, Chonburi.

2. Scope of area:

The area of this study focuses on ABC Company located in Laem Chabang Industrial Estate, Chonburi.

3. Scope of time:

This study primarily gathered data by using a closed-ended questionnaire to collect data for approximately two months during June to July 2021.

Definition of terms

ABC Company refers to a company located in Laem Chabang Industrial Estate, Chonburi, employing 141 full-time employees.

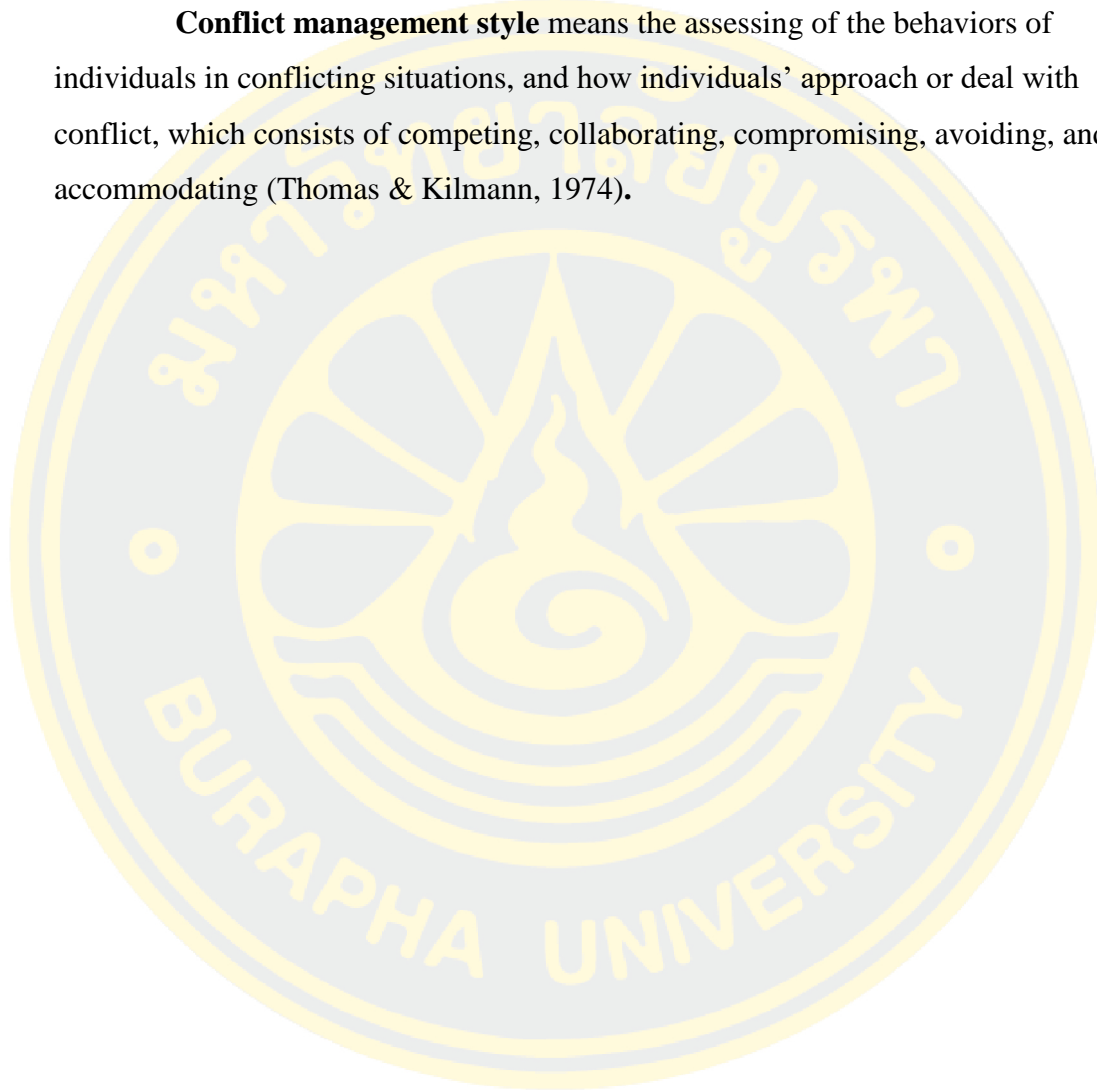
Conflict in the workplace means when there are differences of opinions between employees of all levels in the workplace, either positive or negative, and can lead to tensions, resolutions, satisfaction and dissatisfaction of the employee.

Clear conflict management guideline means an explanation of what is viewed as appropriate behavior and not appropriate behavior and also providing a step-by-step approach on how to address these behaviors.

Big-Five Personality Traits refers to the personalities of each individual that are broken down into five dimensions, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism, to better understand the personality differences of the individual (McCrae & Costa, 1987).

Generation means differences in opinions, values, behavior and way of work between employees who are of different ages, especially between young and old employees, or are referred as Baby Boomers, Generation X, Generation Y (Millennials), and Generation Z (McKinsey & Company, 2018).

Conflict management style means the assessing of the behaviors of individuals in conflicting situations, and how individuals' approach or deal with conflict, which consists of competing, collaborating, compromising, avoiding, and accommodating (Thomas & Kilmann, 1974).



CHAPTER 2

LITERATURE REVIEW

The topic of this study is “Guidelines for Effective Conflict Management in the Workplace.” There has been much previous research in the past in regards to conflict in the workplace alongside conflict management in the workplace such as research papers, journals and theoretical concepts. By the study of previous researches and concepts, the researcher is then able to formulate the independent and dependent variable, conceptual framework, sample group and hypotheses as presented below:

1. Conflict in the organization
2. Theories of personalities
3. Theories of generations
4. Theories of conflict management
5. Related research

Conflict in the organization

Conflict in the organization is a very common issue as a result of employees’ differences in values, ideas, beliefs, and personalities. In order to maintain a healthy working environment, conflicts are to be dealt with in a timely manner. By bypassing a small conflict and hoping it will disappear can make things worse, and can eventually lead to drastic problems if left unresolved. Everyone in the organization, especially managers have the responsibility to understand the causes of conflict occurring in the workplace and to come up with a solution before the situation becomes unmanageable. Organizational conflict is unavoidable and based on how conflict is handled, it can either lead to contributing to the performance of the organization or detract the organization’s performance. Conflict is inevitable and occurs in our daily lives due to the differing agreements or opinions between individuals or a group of individuals (Smiley, n.d.). Conflict is unavoidable in any social life and a common experience in the organization, and is an inescapable organizational problem that affects employees’ interactions and work (Ajirowo, 2019).

Conflict in the workplace is a very common occurrence in most organizations, with varying definitions towards the term of conflict. The dictionary defines conflict as a disagreement to opposing interests and ideas while David G. Javitch, Ph.D., who is an organizational psychologist and conflict management expert, defines conflict as just a simple tension and believes it can provide advantages and be very beneficial towards the organization (Sandilands, 2018). As Laddha (2019) mentions, conflicts occur due to the opposing view of another individual's interests. Conflict is a state of unresolved disputes between two individuals or a group of individuals. Conflict does not only occur between colleagues of the same level but can be with managers also.

Conflict should not be defined as good or bad, but it should rather be viewed as something that is essential in helping build meaningful relationships between the individuals (Smiley, n.d.). As Prossack (2018) states, healthy conflict leads to opening up of new ideas and innovation, while negative conflict can lead to decline in employee performance, productivity and engagement. Hence, we should be aware about the positivity of conflict and its benefits and also the negativity of conflict and its drawbacks.

As Gallo (2018) mentions, disagreements are unavoidable, and are a normal and healthy part of relating to other people. Conflict-free environments do not exist. In fact, conflict, when managed well, can lead to lots of positive outcomes. The positive outcomes can include having better work outcomes, opportunities to learn and grow from the conflict, improved relationships, increased satisfaction towards job, improved employee morale, engagement, productivity, satisfaction and a better work environment. Better work outcomes are usually achieved when employees argue and push each other to the best of their ability and to eventually achieve the best solution possible. This allows employees to explore different views, challenge, discuss and learn from one another. Improved relationships can be another factor when employees are engaged in positive conflict with one another as this allows them to work through their feelings and understand the other person's motives and working style which can eventually lead to higher job satisfaction and better working environment. As Hussein and Al-Mamary (2019) states, conflict not only facilitates mutual understandings towards problems when in conflicting situations but also leads

to better harmonization among all individuals within the organization. Conflict can also bring employees together to open up, listen, and share experiences and opinions to achieve the organization's objectives. As we are all different in some way, it is quite common that we may not have the same views or opinions on the same topic so it can eventually lead to conflict in the organization. When employees engage in conflict in the workplace, there are usually no hard feelings involved but they are just simply differences of opinions, and without any intention to harm the other side. Conflict does not always mean it will deteriorate the relationship amongst employees in the workplace, as conflict can lead to many benefits within the organization, but we just have to be aware not to step over the line between what is considered as positive conflict and what is considered as negative conflict.

Conflicts, if not handled properly, can be disruptive to the company. Negative conflict can lead to tensions within the company and can affect the individuals involved physically or psychologically and can be either short term or long term. The dysfunctional effects of conflict can affect individual and organizational performance, such that employees may promote their personal gains or self-interests at the cost of their colleagues or the company. Conflicts can eventually lead to an impact on employees emotionally and/or physically if it occurs over a long period of time. As Mayhew (2018) mentions, when there is conflict, individuals usually feel they need to protect themselves and go in defensive mode, as they may feel they will be punished or disciplined for their actions. As stated earlier workplace conflict can diminish productivity, reduce performance, engagement and job satisfaction, and result in absence of psychological safety. The negative effects of conflict can include, but not limited to, work sabotage, loss of productivity, reduced employee morale, and decline in market share for organizations. Conflicts can lead to employees focusing more on gossip in regards to conflict, and expressing frustrations rather than working for the organization (Hussein & Al-Mamary, 2019).

According to Louis R. Pondy's model of organizational conflict (1967), there are a total of five stages in the conflict process. This concept illustrates how conflict develops within the organization starting from latent conflict, perceived conflict, felt conflict, manifest conflict and conflict aftermath. The five stages are

somewhat correlated and connected to one another, and if interpreted and analyzed correctly, can be of great benefit to the employee and the employer.

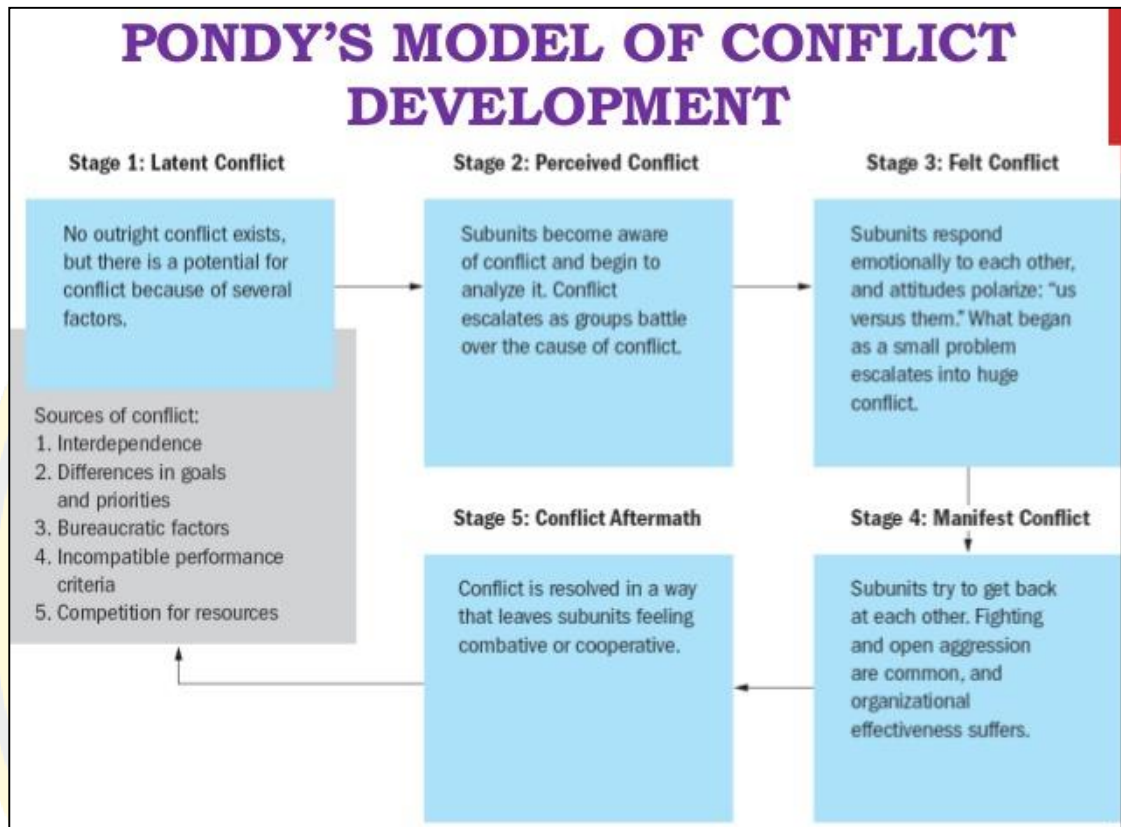


Figure 2 Pondy's Model of Conflict Development (Pondy, 1967)

Latent conflict is the first stage of Pondy's model of conflict development. During this stage, there is no actual conflict. However, this stage consists of factors that could become conflicts such as, goal divergence, conflict in roles and competition for scarce resources.

Perceived conflict, the second stage, occurs when one party perceives the other party as obstructive to them from reaching their goals and can lead to misunderstanding of the other person's true intention. The misunderstanding of the other party's true intention can eventually lead to conflict if left unresolved. However, during this stage, with clear communication, conflict can be easily resolved.

Felt conflict, the third stage, is when conflict affects the parties involved emotionally, therefore feelings are involved in this stage and individuals often feel

anxiety or feeling tense in the environment. During this stage, individuals may start to sense that conflict is somewhat obstructive to them.

Manifest conflict, the fourth stage, occurs when parties involved actually engage in open behavior towards one another, such as aggression, sabotage and/or withdrawal. During this stage, it not only affects the individuals involved, but also affects the organization they are under.

Last but not least, the conflict aftermath stage occurs when conflict is resolved, either in a positive or negative way. If conflict is resolved positively, it can lead to higher satisfaction and cooperation from the parties involved. However, if conflict is resolved negatively, serious consequences may follow, maybe not right away but in the coming future.

There are also typically four basic types of conflict known as intrapersonal conflict, interpersonal conflict, intragroup conflict and intergroup conflict. The four different major types of conflict are either conflict within oneself, conflict with another individual, conflict within one's own group, or group conflicts with other groups.

Intrapersonal conflict occurs within the individuals themselves. Intrapersonal conflict involves the individual's thoughts, emotions, principles and values causing the individual to struggle with their own motives or decisions and unable to come up with a consensus. In other words, intrapersonal conflict is the type of conflict that takes place within the person's own mind. Conflict can be as simple as deciding what to have for lunch or as drastic as deciding the future of the individual. Intrapersonal conflict can lead to restlessness, uneasiness or even depression if the individuals are unable to decipher their own inner struggles.

Interpersonal conflict occurs when there is conflict between two individuals due to having different views from one another. The causes of interpersonal conflict can vary from having different personalities or perceptions, different views in values and interests and different in power and status.

Intragroup conflict occurs among individuals within a team working on achieving different goals. Intragroup conflict rises when individuals within the team have different ideas or views, which can eventually lead to disagreements within

one's own team. However, conflict within the own team can be both beneficial yet detrimental at the same time.

Intergroup conflict occurs when different groups within the same company have different objectives and causing misunderstanding amongst the different groups. Intergroup conflict can arise from the differences in perceptions towards goals, misunderstanding, lack of mutual decision-making, and competition (Hussein & Al-Mamary, 2019).

Conflicts in the workplace can come in various forms such as competition for limited resources, salary, incentives, workspace or available labor in the workplace, the position of the employee and their ability to demonstrate their work skills, relationships and social competition with colleagues, customers and superiors, and differences in demographics, personality and communication skills. There are several factors or explanations for workplace conflict, such as diverse communication patterns that contribute to confusion between one another, a lack of recognition and appreciation of disparities of beliefs, varying priorities in personal objectives and corporate goals, personality conflicts due to differing personalities, and a scarcity of resources. As mentioned earlier, the occurrence of conflict is often due to individuals, or groups of individuals, having to work together whilst having differing values, needs, personalities, expectations, and workplace practices (Ajirowo, 2019). Conflict can occur in all types of situations such that between coworkers, departments, employees and managers, or between an organization and outside vendors (Lotich, 2020). The source of conflict can even result from unclear job roles, unfair treatment, poor management, poor work environment or when an organization is going through changes (Nibusinessinfo.co.uk., n.d.).

Conflicts are inevitable when people of different demographics interrelate with each other and disagreement is most likely to occur as demographics are considered to be potential triggers of conflict due to the differences in reasoning and thinking. Demographics are usually categorized under gender, age, race, education level, marital status, occupation, income, and many more. Conflict affects female employees more than male employees and moreover it is evident from the results that females tend to take conflict more personally and see conflict as being disruptive (Kirti, 2017). However, there is a reduction in conflict among those who have higher

education level, or as people grow older due to them having a higher tolerance towards others.

Communication skills are also considered to be one of the most common causes of conflict that occurs in the workplace. Communication can be considered to be one of the most common factors that leads to conflict in the workplace. When individuals communicate with one another, there may be a high possibility to misunderstand the message delivered or received from the other party, especially when the individual may seem to withhold some information or have difficulties in communicating the message to the other party. Eventually, poor communication can lead to a reduction in employees' morale and productivity. As Vdovin (2017) states, confusion, frustration, friction, tense working environment, lack of motivation, productivity, and collaboration can be due to poor communications in the organization, and can eventually affect how employees treat and relate to their customers. The sources of unclear communication can be due to objectives not clearly set or defined from the manager or company to the employee. This unclear objective, especially on work related tasks, can eventually lead to employees not being able to fulfill their job assignments and expectations from their manager as the employee themselves may misunderstand their job responsibilities and requirements, due to unclear communication. With the employee not being able to fulfill their job responsibilities and requirements as expected from their managers, the employee could be viewed as underperforming without their intention to do so. Another factor that may lead to unclear communication is having poor leadership in the organization. Poor leadership leads to employees not feeling motivated or inspired in the company as they cannot look up to their managers for advice or answers to their concerns. Poor communication can lead to employee confusion and distrust, while good communication can build trust, increase support, and reinforce relationships.

In previous times, it was believed that communication from the management level down to the employees is the most effective form of communication and communication from the employee level to the management level is often overlooked and is not usually seen as the norm. However, in current times, most organizations not only encourage top-down style of communication but bottom-up styles of communication are widely accepted. When it comes to top-down approach, lower

level employees rely on higher authority figures to determine and cascade down larger goals, while on the other hand, the bottom-up approach involves a decision-making process that provides employees the opportunity to voice their opinion towards the company's goals (Eby, 2018).

Top-down approach generally refers to the identification of the big picture and all its components as the driving force to achieve the goal and is usually delivered by the executive or management level of the company down to the employees (Investopedia, 2019). Similar to Eby (2018), with the top-down approach, upper management gathers the knowledge, which is then carried out by the employees. In the top-down approach, those with higher authority cascade down the tasks to the employees, in which employees receive and accept the specified tasks, and to eventually complete the task as defined by those of higher authority within the company. Many industries utilize the top-down approach, as it is believed that this approach decreases the risk in the decision-making process as management levels are usually considered to be more knowledgeable when compared to the regular employees. Good organization and strong management can also be another factor of the top-down approach as the authorities of the company are in the hands of the management level.

On the other hand, the bottom-up approach includes the voice of the employees, their perceptions, and their ideas towards the business and come up with the most informed decisions (Investopedia, 2019). In the bottom-up approach, all employees within the company are able to suggest, discuss and generate their ideas up to the higher authorities within the company. The benefits of the bottom-up approach can include employees being more active and engaged within the organization because they now have a voice in the organization and are actively involved in the decision-making process. Overall, whether the company utilizes the top-down or bottom-up approach or both, depending on circumstances, there are both pros and cons of these approaches.

Change in the organization can be considered to be one of the most difficult obstacles within the organization. Whenever there is change, small or large, in the organization, the first question that usually comes to mind is how this change will impact them and what are the benefits of the change. If their managers or

management levels are not able to clearly define and communicate how beneficial change can be to the employees, the employees' productivity may decline and barriers will start to form against the change or vice-versa. Therefore, there are quite a few common causes of change resistance from the employee towards the company, such as lack of clear communication, lack of awareness about the objective of change, poor management skills and unsupportive organizational structure. However, with clear communication regarding the change, many benefits can arise, not for the organization alone, but also to the employee.

The Transtheoretical Model, developed by Prochaska and DiClemente (1983), describes the six stages of change individuals may experience. The stages are precontemplation, contemplation, preparation, action, maintenance and relapse. The Transtheoretical Model may not be commonly used to describe the change within the organization, however this model describes the behavior and stages individuals go through when they are faced with some changes in their current lifestyle, or if described in the workplace, their current working style and the views of the organization they belong to.

The precontemplation stage occurs when the individual is not ready for change, or has the intention of making any changes, and is often resistant to change. The second stage, the contemplation stage, is defined as the stage in which the individual is starting to become aware of the benefits and costs of the change. The third stage, preparation stage, occurs when the individual has the intention to take the action of change. The fourth stage, action stage, is when the individual has taken an act on the change and applied the changes to their lifestyle or behavior. The fifth stage, maintenance stage, is defined as the stage in which the individual is confident with the change of action they have made and plan on continuing that behavior of change. Finally, the relapse stage occurs when the individual fails to maintain their changed behavior and relapses back to their old behavior.

Therefore, whenever there is change within the organization, some employees may feel change has no impact on them while others may feel it has a drastic impact on them. Whether the changes can be beneficial to the organization or the employee, it is important to understand that employees are often resistant to change as they are in fear of the unknown. If the change is not communicated to the

employee, the chances of them resisting the changes are very common and may take some time for the employees to accept the changes as they are most likely going through the different stages as shown in the Transtheoretical Model.

Theories of personalities

The likelihood that conflict will occur when two or more individuals with different goals, values and personalities work together, with the chance of disagreement in ideas and expectations between the individuals. When resources are limited, the feelings of competition are high, therefore employees working in the same company may compete with each other.

In 1928, William Moulton Marston categorized the different personality traits of individuals into four main dimensions, which are Dominance (D), Influence (I), Steadiness (S) and Conscientiousness (C). Individuals who are categorized as Dominance (D), are considered to be direct, outspoken, highly confident and forceful. As for individuals who are categorized as Influence (I) are talkative, sociable and high in enthusiasm. Steadiness (S) individuals are more accommodating, highly cooperative, willing to provide support, and considered to be a good listener. Conscientiousness (C) individuals are more reserved, quiet and private. Hence, different individuals may have different ways of approaching tasks and there can be some misunderstanding in why one person may approach or react to a task differently than the other person.

There are also the Big Five personality traits in which the dimensions consist of openness, conscientiousness, extraversion, agreeableness, and neuroticism, or the acronym OCEAN. The theory of the five core personality traits has been developed from many years, beginning with the research of Donald W. Fiske (1949) and later developed further by Norman (1967), Smith (1967), Goldberg (1981), and McCrae and Costa (1987) (Cherry, 2020). The Big Five personality traits define the five main core personalities each individual possesses and allows us to get a better understanding of why different people react to similar situations differently. Each individual tends to have a distinctive set of personalities, such as the way each individual thinks, feels and acts (Rani, 2018). Both environmental and biological factors have a role in how personalities are shaped and are relatively stable over one's

lifetime. When it comes to assessing employees, personality traits should be taken into account as it can benefit the organization in such ways that it not only allows the organization to get a better understanding of the employee but to assure that the employees are working in the right position so goals are achieved (Sev, 2019).

The characteristic trait of openness includes high creativity, curiosity, imagination, flexibility, adventurous, independent, daring, risk-taker, and eagerness for new challenges, ideas and experiences. In contrast, those who are low in openness prefer things that are less abstract, dislike change, resist new ideas, do not enjoy new things, prefer routines, and are conventional and low in imagination.

Conscientiousness personality traits include highly organized individuals, thorough, perfectionist, deliberated, goal-directed, hardworking, neat and systematic and mindful. Those who have a low level of conscientiousness show a higher level of procrastination when it comes to important tasks, may fail to complete assigned or necessary tasks, dislike schedules and structure, impulsive, disorganized, tend to make a mess, careless, and can fail to put items back where they belong or returning items.

Extraversion is characterized by high energy, outgoing, social, talkative, adventurous, assertive, and expressiveness. In contrast, those who are low in extraversion prefer solitude, quiet, find it difficult to start conversations, feel exhausted when having to socialize, dislike small talk, reserved, withdrawn and dislike being the center of attention.

The traits of agreeableness consist of friendliness, affection, putting aside one's own interests, sympathetic, kindness, helpful, trust, and highly cooperative. Those who have low agreeableness traits tend to not care about how other people feel, uncooperative, critical, tends to disagree a lot, has little interest in other people and their problems, manipulates to get what they want, is suspicious, and belittles or insults others.

Neuroticism is characterized by emotional instability, prone to negative emotions, moodiness, sadness, anxiety, depression, impulsive, mood swings, and are easily stressed. In contrast, those who are low in neuroticism are emotionally stable, do not worry much, secure, calm, are often relaxed, deal well with stress and rarely feel depressed or sad.

According to previous studies, there is a positive correlation between the personality trait of extraversion with competing and collaborating conflict resolution, and the trait of agreeableness and compromising conflict resolution. On the other hand, there is a negative correlation for the trait of extraversion and avoiding conflict resolution, the trait of agreeableness and competing conflict resolution, and the trait of neuroticism and compromising conflict resolution. A study conducted by Tehrani and Yamini (2020) reveals that there is a positive correlation between the personality trait of neuroticism and agreeableness with the avoiding conflict management style, as well as positive correlations between the personality traits of agreeableness, extraversion, openness, and conscientiousness with compromising conflict management style, and also there are both positive and negative relations between the personality trait of extraversion and agreeableness with dominating conflict management style, respectively, there is a positive correlation between the personality trait of agreeableness and obliging conflict management style, and finally, the personality traits of agreeableness, extraversion, openness, and conscientiousness are positively correlated with integrating conflict management style and neuroticism personality trait is negatively related to integrating conflict management style.

Theories of generations

Managing conflicts can be difficult, particularly where the source of the conflict is due to generational differences, since different generations are known to have different attitudes, behavior, values, and technological skills. According to the research by Xiong (2019), different generations have different attitudes, ethics and work goals, which could in turn lead to conflict; however, their work performance is not impacted when the managers encourage open dialogue between all employees coming from different generations, encouraged a culture of respect of generational differences, addressed conflict instantly, and modifications to their leadership styles. Also, by understanding the values, strengths, and limitations of the different generations in the workplace, generational collision can be minimized along with reduced organizational conflict, productivity loss, and employee turnover (Tanner, 2020).

Today's young people differ from yesterday's.

	B Baby boomer 1940–59	X Gen X 1960–79	Y Gen Y (millennial) 1980–94	Z Gen Z 1995–2010
Context	<ul style="list-style-type: none"> • Postwar • Dictatorship and repression in Brazil 	<ul style="list-style-type: none"> • Political transition • Capitalism and meritocracy dominate 	<ul style="list-style-type: none"> • Globalization • Economic stability • Emergence of internet 	<ul style="list-style-type: none"> • Mobility and multiple realities • Social networks • Digital natives
Behavior	<ul style="list-style-type: none"> • Idealism • Revolutionary • Collectivist 	<ul style="list-style-type: none"> • Materialistic • Competitive • Individualistic 	<ul style="list-style-type: none"> • Globalist • Questioning • Oriented to self 	<ul style="list-style-type: none"> • Undefined ID • “Communaholic” • “Dialoguer” • Realistic
Consumption	<ul style="list-style-type: none"> • Ideology • Vinyl and movies 	<ul style="list-style-type: none"> • Status • Brands and cars • Luxury articles 	<ul style="list-style-type: none"> • Experience • Festivals and travel • Flagships 	<ul style="list-style-type: none"> • Uniqueness • Unlimited • Ethical

Figure 3 Context of Four Generations (McKinsey & Company, 2018)

As shown in Figure 3 (McKinsey & Company, 2018), different generations, from Baby Boomers to the current generation, which is Generation Z, tend to have different behaviors and consumption preferences. What used to be important, or the ideal value, for the Baby Boomers may not be as important to other generations or vice-versa. McKinsey & Company (2018) describes the different context, behavior and consumptions of Baby Boomers, Generation X, Generation Y (Millennials), and Generation Z to bring out the main points of the different generations and how each generation is shaped.

Traditionalist or silent generation, typically born in 1939 or earlier are usually considered as the generation who stick to the rules, discipline, loyalty, high respect to the authorities, trusting of the government, conservative and hard working. From the perspective of the traditionalist or silent generation, they highly value status, rewards, status, authority, and respect (Tanner, 2020). Traditionalist's aspiration is home ownership, largely disengaged to technology, jobs are for life when it comes to attitude towards their career, and prefers to communicate via formal letter.

Baby Boomers, born between 1940 to 1959, tend to believe that anything and everything is possible, everyone has equal rights and opportunities, are highly invested in personal growth, want to make a difference, are ambitious, competitive, and optimistic, value relationships with friends and family, are goal centric, have high confidence in themselves, are idealistic, revolutionist, collectivist, and resourceful. Baby Boomers' aspiration is towards job security. They are the early adopters of information technology. Their career attitudes are defined by their employers. They prefer to communicate face-to-face, but can also communicate via email or telephone when necessary.

Generation X, born between 1960 to 1979, are a more independent generation with high education levels, are technologically adept, high job expectations, materialistic, self-reliant, individualistic, seek diversity, work-life balance, adaptable, flexible, informal, collaboration, confident, competitive and result driven. Generation X's aspiration is work-life balance, they are defined as digital immigrants, in terms of attitude towards career, they are loyal to their job rather than being loyal to their organization, and their preferred communication style is via email or text messages.

Millennials or Generation Y, typically born between 1980 to 1994, are high in self-confidence, highly competitive, highly educated, tech-savvy, fiercely independent, globalist, family-centric, achievement oriented, optimistic, self-absorbed, oriented to self, open to new ideas and change, questioning, and a strong sense of entitlement. Millennials' aspiration is freedom and flexibility, they are known as the digital natives, their attitude towards career is to work with the organization rather than working for the organization, and are the digital entrepreneurs, in terms of communications style, they prefer online and mobile communications, such as text messaging.

Generation Z, the most recent generation, born from 1995-2010, are highly invested in technology, internet, social media, have a variety of identities, and highly believe that dialogue can effectively and efficiently solve conflict and lead to world improvement (Francis & Hoefel, 2018).). Generation Z's aspiration is security and stability, their attitude towards technology is highly and entirely dependent upon it,

they are career multitaskers, such that they will change careers seamlessly between organizations, and their preferred communication style is via video call.

Generation gaps within the workplace may have some impact in the workplace but the most important issue about having different generations in the workplace is the ability for the organization and the employees to understand the core values and beliefs of each generation. The generation gap may be due to the inability to communicate the message across generations or how technical savvy one generation is compared to the other but the generation gap may not drastically diminish the productivity of the organization. As Prossack (2018) states, , the root cause of conflict amongst team members coming from different generations may be due to them simply not understanding each other's opinions and perspectives and feel strongly that their beliefs and standpoints are the best way to go. Older generations are known to have benefited from and valued on-the-job training, in-person education, and face-to-face meetings, but on the other hand may not be as proficient when it comes to technology when compared to younger generations (Schawbel, 2018). Having a brief understanding about the core values of each generation may lead to a more positive working environment, not for the employee alone, but also for the employer. Hence, it is essential that organizations work on bridging the gap between different generations working in the same workplace to maximize the benefits from each generation. On the other hand, a generation gap may not be as drastic an issue as we believe it to be and there may also be other factors causing conflict in the workplace.

Theories of conflict management

Conflict management is a technique by which management and organizations try to handle grievances or arguments in such a way to maximize the possibilities of reaching a particular resolution, work for good discussions and come up with good decisions (Uike & Gupta, 2017). Conflicts in the workplace can affect the morale of the employee, reduce employee productivity and can lead to employees seeking employment opportunities elsewhere. However, if employers are capable of carefully navigating and resolving the conflicts, they can find an improved working dynamic for themselves and their teams, and can together, deliver the results they

strive for (Kogan, 2020). Most importantly, unfair treatment of employees can be caused from inconsistent organizational policies, or unclear boundaries (Lotich, 2020).

Although providing consistent and organized conflict resolution protocols is critical for the company, the advantages of conflict resolution, as well as the employee's ability to resolve the problem, are dependent on how each person is able to use them efficiently. If managed incorrectly, or in the wrong direction, conflict can quickly spiral out of control, and bring out even further the differences between each individual, causing disruption to the mission of the team (Laddha, 2019). Leaders are responsible for resolving conflict in a manner that ensures the satisfaction of all parties involved and also encourages their employees to understand and handle conflict efficiently. Increased productivity in the workplace can be due to early recognition and addressing of factors that could be potential causes of conflict (Rau-Foster, n.d.).

Improved employee relationships in the workplace can be seen as a result of proper conflict management. Hence, encouraging employees to discuss work-related issues, opening up and listening to other employees' concerns can foster an open working environment (University of California Berkeley, n.d.). As Place (2019) states, once a satisfactory solution of the conflict has been identified, it's highly important that the solution we arrive at is one that is commonly agreed-upon by both parties involved. The solution of the conflict should reasonably meet the desired outcome of the participants involved.

It is very important for organizations to have a clear conflict resolution structure in which all employees can utilize effectively when they are faced with conflict in the workplace and would like to cross over this tension. The most important thing a company should do is to define what constitutes acceptable behavior and unacceptable behavior in the workplace. By having a clearly defined framework, employees will be aware of what is expected from them and what behaviors are not to be tolerated.

Acknowledgement that conflict exists in the workplace and early prevention of conflict are also very important in the company. Companies should be open to conflicts and acknowledge that conflict is very common in the workplace. Never try

to avoid conflict or define conflict as an unacceptable behavior as employees will not be comfortable with opening up or speaking up when there is conflict, and in return, companies should acknowledge whenever employees raise up about the conflicting behavior. Also, whenever there is a sense of conflict, or potential to become conflict, amongst employees, superiors, managers, or those with authority within the organization should intervene as soon as possible to decrease the chances of the conflict or tension.

Define the stated problem of conflict and underlying need by discussing with the employee about the situation they are facing. Try to understand the impact the conflicting situation has on the employee and be open for discussion. As previously stated, never view conflict as being detrimental and avoid it, but instead open up to it and find ways to work around the conflict. The goal of conflict resolution is to find a solution that meets the interests of all parties concerned, rather than to determine and pinpoint who is right or wrong. Also, prior to discussing needs, we must first identify why employees may want the solutions they initially opposed (University of California Berkeley, n.d.). It is very important to be open and agree to the solution, either big or small, and assure that all parties involved agree upon the selected solution; if only one side agrees while the other side doesn't, it can lead to higher tension or conflict in the future.

Last but not least, make sure to follow-up with the employees involved in the conflict about how their situation is going. If a solution is defined but there are no follow-ups on the employee, the situation can either go right or wrong. If the environment and the employees assume back to normal prior to the conflicting situation, then there is a high chance that employees have bypassed the conflict and are satisfied in the workplace. However, if conflict goes unresolved and employees may not be content with the solution provided, it can harm the working environment and also the employee. Hence, the company, or those with authority from the company, should step back in and promote openness amongst employees to discuss their problems and find a solution to resolve the conflicting situation in which all parties agree upon.

According to Thomas-Kilmann Conflict Mode Instrument (TKI), which was developed by Kenneth W. Thomas and Ralph H. Kilmann, five major styles or

behaviors are involved in conflict management, which are collaborating, competing, avoiding, accommodating and compromising. With proper knowledge and utilization of the five conflict management styles, conflict can be controlled and the work environment can dramatically improve (Walden University, 2017). The benefits of TKI is that it helps the individual become aware of the different ways they deal with conflict and allows them to appreciate the value of their conflict management style, while also valuing the conflict management style of others. There is no single best conflict handling style, as each of the five-conflict handling styles has their benefits and costs. There are two basic dimensions of behavior in which the five conflict handling modes lie within the graph, which are assertiveness and cooperativeness. Assertiveness refers to the degree in which an individual is attempting to fulfill their own concerns during a conflicting situation, while cooperativeness refers to the degree in which an individual is trying to satisfy the concerns of another individual in a conflicting situation.

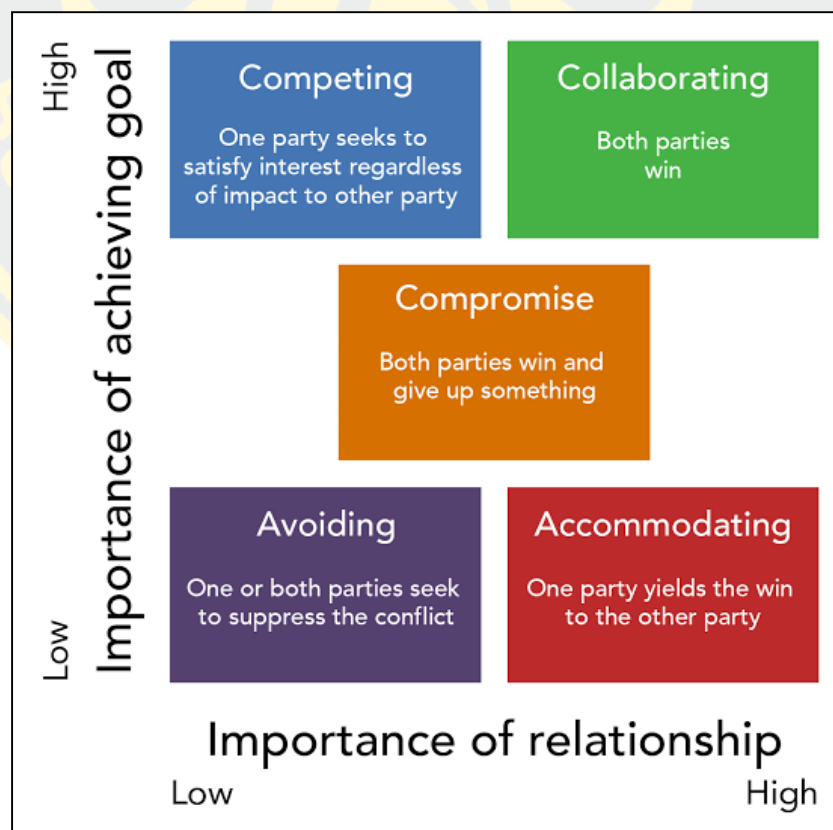


Figure 4 Thomas-Kilmann Conflict Mode Instrument (Thomas & Kilmann, 1974)

Competing is when the behavior is assertive and uncooperative towards others. The individual is simply trying to win the argument or situation and standing up for his or her own. With the competing behavior, the individual will use whatever power they have to win one's own interest even at the other person's expense. Individuals with competing conflict management styles may appear as aggressive, intimidating, and confrontational. The benefit of competing is that it allows the individual to assert their position, allowing them to stand up for their interests and ideas and assuring that they are taken seriously. Competing also allows the individual to protect their standpoints and interests, and to execute a quick decision. The costs of competing are that it can damage work relationships, such that the other individual involved in the conflict may feel exploited, resentful, destructive, less motivated, and lose initiative.

Collaborating consists of both assertive and cooperative behavior where both sides try to find a solution that satisfies the needs of all parties involved. The individuals involved are open to new ideas, exchange new ideas openly to each, and willing to sacrifice their own ideas in order to reach a solution both sides will agree on. The benefits of collaborating include the invention of high-quality decisions achieved together by both parties, aids learning and communication, discovery of new information through open exchanges, leads to all parties working together and committed towards meeting the concerns of the individuals involved, and relationships are strengthened as they are built upon trust and respect. The costs of collaborating includes a lot of time and energy used to brainstorm through issues and find solutions that satisfies all individuals, can be psychologically demanding as all parties involved needs to be open to new ideas and challenges, and the possibility to create vulnerability risks as others may try to exploit from the openness and flexibility of the individual using the collaborating conflict management style.

Compromising is in the middle when it comes to assertive and cooperative behavior. Compromising occurs when both parties may have to agree and meet halfway whilst needing to give up something of their beliefs. The benefits of compromising are conclusions that are reached quickly and good enough for all parties involved without having to make the extra effort to satisfy everything they want, conclusions have equal gains and losses, such that solutions are fair for both

parties, and relationships are maintained as it allows both parties to meet halfway without straining any relationships. The costs of compromising conclusions may be of lower quality or temporary when compared to the collaborating decisions, and conflicts may flare up again in the coming future as individuals involved may need to sacrifice some part of their concerns.

Avoiding is when behaviors are both unassertive and uncooperative. Avoiding behaviors can include choosing to suppress the conflict or withdrawal from the threatening situation. Due to the avoiding behavior, conflict is most likely to remain unresolved since the individuals are refraining from communicating their needs or concerns, as well as the needs or concerns of others. The benefits of avoiding includes reduced stress, such that displeasing people or topics are avoided, time and energy are not wasted when it comes to low-priority situations, and also allows the individual to avoid trouble or steer clear from any dangerous situations that may arise. The costs of avoiding are resentment, delays due to unaddressed or unresolved issues, degrades decision making, learning from others, dishonest communications, and work relationships may be declines as the individual(s) involved may choose to avoid each other rather than accomplishing something together,

Accommodating is the opposite of competing, which is unassertive and cooperative behavior. During accommodating, the individual involved chooses to address and satisfy the concerns of the other parties, rather than addressing their own concerns. By trying to satisfy the other parties' concerns and seek for harmony, it can lead to the individual forgetting their own personal needs. The benefits of accommodating are assisting, supporting, helping others, harmony is restored, and relationship building. The costs of accommodating are having to sacrifice our own concerns, loss of respect from peers, exploitation from peers, loss of motivation and reduced satisfaction.

Related research

A study conducted by Ogawa (2020) explored the dimensions of the big five personality traits to predict conflict frequency. The sample group consisted of 351 full-time employees chosen by convenience sampling. A quantitative approach with the five-point Likert scale was used. The first section of the study focused on the Big

Five Inventory, the second part of the study focused on conflict in the workplace, and the third part consisted of the demographics section. Results of this study indicate that there is a positive correlation between the dimensions of extraversion and openness with conflict frequency, and a negative correlation with the dimension of agreeableness and conflict frequency with a significance level at 0.05. Hence, individuals who characterize themselves with openness and extraversion experience more conflict in the workplace, and individuals who characterize themselves as agreeable experience less workplace conflict.

In another study conducted by Rani (2018) on the impact of personality traits on the style conflict management and style of leadership to examine whether personality traits have an impact on conflict management and leadership style. The sample group consists of 477 participants of Punjab with the use of purposive non-random sampling with the use of questionnaires. Results concluded that there is a positive correlation between all Big-Five personality traits with conflict management styles and leadership styles with a significance level at 0.01. There is a positive correlation with the personality trait of extraversion and competing conflict resolution, and low correlation with the accommodation personality trait with accommodating, compromising, collaborating, and avoiding conflict management styles. There is also a positive correlation with the agreeable personality trait with accommodating and avoiding conflict management, while there is low correlation towards competing conflict management style.

Another study conducted by Priyadarshini (2017) on the effect of personality on conflict resolution styles examines whether there is a relationship between the big five personality traits and the five conflict handling styles. The sample group consists of 270 post-graduate business students in the region of Chandigarh with the use of a questionnaire on a five-point Likert scale. Results of this study indicate that the personality traits of open, agreeable, and conscientious are positively associated with the integrating (collaborating) conflict management style with a significance level of 0.01. There is also a positive correlation with the personality trait of agreeableness and avoiding conflict management style with a significance level at 0.05, while on the other hand, there is a negative correlation with the personality trait of conscientiousness and avoiding style. There is a negative relationship between the

trait of agreeableness and neuroticism with the dominating (competing) conflict handling style, while the personality traits of extraversion, openness, and conscientiousness portray a positive relationship with the dominating (competing) conflict handling style with a significance level at 0.01. Also, results indicate that there is a positive relationship between the trait of neuroticism and agreeableness with the obliging (accommodating) conflict handling style, and the opposite for the trait of extraversion with a significance level at 0.01. Lastly, there is a negative relationship for the trait of conscientiousness and the compromising conflict handling style with a significance level of 0.05.

Yusuf (2017), conducted a study on the effects of conflict resolution towards organizational performance in which the aim of the study aims to investigate whether there is an impact on conflict resolution on organizational performance at Ibadan Electricity Distribution Company at Ilorin District. The sample group consists of 87 employees with the use of questionnaires. Results indicate that there is a significant effect on organization performance with the compromising conflict handling style from the management with a significance level of 0.05. Therefore, the use of the compromising conflict handling style in the organization is shown to improve overall organizational performance. The acceptance of bargaining power also shows to have a positive effect on performance of organizations with a significance level of 0.05, such that employees feel more valued and a sense of belonging when the bargaining power in the organization is accepted as a strategy to resolve conflict.

A study conducted by Akanbi (2020) on the impact of conflict management dynamics on staff performance in a tertiary healthcare institution in North-central, Nigeria, in which results reveal that there is a positive relationship between conflict management dynamics and performance of staff. The sample group consists of 353 medical and health professionals, out of the population of 3,069, from the Federal Medical Centre Lokoja, the Federal Medical Centre Bida, and the University of Ilorin Teaching Hospital with the use of both quantitative (five-point Likert scale) and qualitative research (in-depth interview). Results from this study indicate that there is a positive correlation with the increase in negotiation (team spirit, job security, and interpersonal relationship) and employee commitment with a significance level of 0.000. Likewise, headship (clear job description, equitable pay structure, and

conducive work environment) is positively correlated with service delivery with a significance level of 0.000. Increase in pay structure (reward system, welfare package, and career development) is also positively correlated to job satisfaction with a significance level of 0.000. Overall, having clear and well-structured conflict management strategies will lead to an increase in employee's commitment to the organization.

A study conducted by Youssef (2020) on perceptions of intergenerational workplace conflict aims to study how intergenerational conflicts are perceived by different generations in the workplace. The sample group consists of 275 employed workers above 18 years of age via the use of a non-probability sampling with the use of a five-point Likert scale. Results indicate that conflict frequency between generations were perceived to be different than the generation group which they belong to. Participants observed that Millennials are often more involved with conflict with the older generations with a significance level at 0.001, where Millennials are perceived to be more in conflict with Baby Boomers and Generation X.

Another study conducted by Patre (2017), on whether Generation Y's conflict management styles are related to their socio-demographic characteristics to explore whether Generation Y's preferred conflict management styles as well as their relationship with the socio-demographic characteristics. The sample group consists of 227 college students at Jamshedpur with the use of a questionnaire. As a result of this study, 37% of students prefer the accommodating conflict management style, followed by collaboration at 36%, while the students least preferred avoidance conflict management style (3.96%), and followed by compromising conflict management style at 6.16% with a significance level at 0.05. Hence, this study indicates that Generation Y, although known to have high concern towards oneself, portrays a high level of concern towards others when in conflicting situations. Also, there is a strong association between gender, age, academic year, discipline, course, and father's occupation with preferred conflict management while, while a weak association between family structure, number of siblings, birth order, household income, and mother's occupation with their style of conflict management.

In a study conducted by Laddha (2019) on conflict management practices in the pharmaceutical industry in Indore city aimed to understand and explore the effect

of conflict management styles with demographics (gender, age, education, marital status, qualification, work experience, and income) with the use of both qualitative and quantitative research. The sample group consists of 300 managers of the pharmaceutical industries with the use of systematic sampling. The overall finding of this study indicates that when it comes to gender, there is a significant difference when it comes to the conflict handling style of integrating (collaborating), compromising, dominating (competing) and avoiding with a significance level of 0.05. As for age, as age increases, results show a positive correlation towards the obliging (accommodating) and dominating (competing) conflict management style with a significance level of 0.01. When it comes to income, there is a negative correlation with income and integrating (collaborating) conflict management style with a significance level of 0.01, while there is a positive correlation with income and dominating (competing), compromising, and avoiding style with a significance level of 0.01, and obliging (accommodating) style, with a significance level of 0.05. Based on the qualifications of the managers, there only shows a significant difference only with the dominating (competing) style with a significance level of 0.05. As for work experience, there is a positive correlation with the integrating (collaborating) conflict management style as the work experience increases with a significance level of 0.01, and a negative correlation with dominating (competing) conflict management style with a significance level of 0.05.

Rahim and Katz (2019) conducted a study on gender and generation effects on conflict management styles for four decades (1980s-2010s) from a sample group of 6,613 employed students by the use of convenience sampling at two major public universities in the United States of America. Results from this study indicate that different genders have different conflict management styles, such that females often use the obliging, avoiding and integrating conflict management style, or also known as the “non-forcing” strategies, while males often uses the dominating conflict management style, also known as the “forcing strategy,” in the workplace with a significance level of 0.0005. When it comes to generations, although mainly Generation X and Generation Y were included in this study, there is also a significant difference in conflict management strategies used with a significance level of 0.0005,

where there seem to be a significant increase in the use of the dominating (competing) and avoiding conflict management style between Generation X and Generation Y.

In a study conducted by Messarra, Karkoulian, and El-Kassar (2014) on the moderating effect of generation X and Y in a non-Western context in regards to conflict resolution styles and personality, in which results indicates there is a moderate relationship between conflict handling style and personality traits in generations X and Y. The sample group consists of 199 from top ten Lebanese electronic retail sectors with the use of a five-point Likert scale. Results from the study indicate that there is no significant relationship between the dominating conflict management style and the Big Five personality traits. On the other hand, the integrating conflict management style is positively correlated to openness, conscientiousness, extroversion, and agreeableness at a significance level of 0.001, but is negatively correlated to neuroticism at a significance level of 0.05. Avoiding conflict management style is positively correlated to the openness personality trait at a significance level of 0.01, and extraversion and agreeableness at a significance level of 0.05. There is a negative correlation between the obliging conflict management style and the conscientiousness personality trait, but there is a positive correlation with the neuroticism personality trait at a significance level of 0.05. While compromising conflict management style is significantly related to the personality traits of openness, conscientiousness, and extroversion at a significance level of 0.01, and agreeableness at a significance level of 0.05. In terms of generational differences and conflict management style, there is no statistical significance between the dominating conflict management style and generations X and Y. As for the integrating conflict management style, there is a statistical significance at p-value of 0.0000 between the integrating conflict management style and the extroversion personality trait, such that there is a moderating effect on between the extraversion personality trait and the integrating conflict management style, especially greater effect on generation X than generation Y, such that generation X are more likely to prefer this conflict management style. There is also a moderating effect on the relationship between the avoiding conflict management style and the personality traits of conscientiousness, extraversion and agreeableness with a statistical significance p-value of 0.05 and greater of generation X. However, there is no statistical significance

between the obliging conflict management style and the Big Five personality traits. Finally, there is a statistical significance between the compromising conflict management style and the conscientiousness personality trait with a significance level of 0.0004 and greater on generation X than generation Y.



CHAPTER 3

RESEARCH METHODOLOGY

The following research method was used to study the different types of personality traits and generations as factors affecting conflict in the workplace and can eventually lead to guidelines for suggesting potential conflict management in the workplace at ABC Company in Laem Chabang, Chonburi.

1. Research method
2. Population and sample size
3. Research instrument
4. Validity and reliability
5. Ethical considerations
6. Data collection
7. Data analysis

Research method

This study comprises quantitative research on the study of factors affecting different individual's approach towards conflict in the workplace and identifies guidelines for improving conflict management at ABC Company. A quantitative method with the use of a closed-ended questionnaire, was used with a population group at ABC Company on factors affecting conflict in the workplace, such as whether personality trait differences and generations affect how individuals manage conflict.

Population and sample

The population for this study consists of 141 full-time employees working at ABC Company, in Laem Chabang, Chonburi, from all departments, including blue-collar and white-collar employees. A nonprobability sampling method of convenience sampling was used. Also, since the moderator variable in this study is generations, which in this case are Baby Boomers, Generation X, Generation Y, and Generation Z, and according to the theory by McKinsey & Company, are those who are born

between the years of 1940-2010 (Baby Boomers born between 1940-1959, Generation X born between 1960-1979, Generation Y born between 1980-1994, and Generation Z born between 1995-2010), are included in the research, otherwise they were excluded from the research study. Currently, ABC Company employs around 141 employees in which our goal is to include every employee at the company. As we want to understand the personality traits and generation differences and their conflict management style, to eventually provide guidelines for improving effective conflict management in the workplace of ABC Company, we included as many employees under this company as possible to understand the employees within the organization.

Table 1 Number of employees in each department and division at ABC Company

Division	Department	No. of Employees
Operations Division	Workshop	60
	Engineering	15
	Logistics & Customer Service	15
Administrations Division	Executives	16
	Human Resources	4
	Administration & Procurement	10
	Finance & Accounting	11
Sales Division	Sales	10
Total		141

Research instrument

A closed-ended questionnaire was used as a form of data collection for this study and contains a total of four sections:

Section one consists of demographics data. Demographics of the employees consisted of 1) gender, age, ethnicity, education level, marital status, which are nominal scales, and 2) working experience and income, which are ordinal scales.

Section two consists of the Big-Five personality traits (openness, conscientiousness, extraversion, agreeableness, and neuroticism) questions, measured on an interval scale, with the use of a five-point Likert scale. The questionnaire was

adapted from Ogawa (2020). There are a total of 15 questions to measure the five dimensions from the Big-Five personality traits to allow us to better understand and categorize the personality differences of each individual. The questions related to openness correlate to invention, imagination, and originality. Questions related to conscientiousness correspond to thoroughness, organization, and efficiency. Extraversion questions related to activeness, assertiveness, energetic, and sociability. Questions related to agreeableness correspond with affection, sympathy, helpfulness and kindness. Neuroticism questions correlate to anxiety, depression, and fear.

Openness:

1. I see myself as someone who prefers non-routine tasks (#1).
2. I see myself as someone who often comes up with new ideas (#10).
3. I see myself as someone who has high creativity (#15).

Conscientiousness:

1. I see myself as someone who is organized (#14).
2. I see myself as someone who does things thoroughly (#2).
3. I see myself as someone who remains relaxed in tense situations (#6).

Extraversion:

1. I see myself as someone who is talkative (#9).
2. I see myself as someone who is sociable (#4).
3. I see myself as someone who is energetic (#13).

Agreeableness:

1. I see myself as someone who tends to assume the best about others (#7).
2. I see myself as someone who does not start arguments with others (#12).
3. I see myself as someone who is compassionate and kindhearted (#3).

Neuroticism:

1. I see myself as someone who is easily upset (#8).
2. I see myself as someone who is tense, and does not handle stress well (#5).
3. I see myself as someone who gets anxious easily (#11).

Section three consists of the questions related to generations (Baby Boomers, Generation X, Generation Y (Millennials), and Generation Z), which is an interval scale, with the use of a five-point Likert scale, and questionnaire was adapted

from McKinsey & Company (2018) and Gerow (2018). There are a total of 12 questions used to measure the differences in opinions, values, behavior etc. between employees of different ages, or known as generations. To better understand whether each generation fits the generational stereotypes, we ask participants to answer only under the section of the years they were born between to check whether the stereotype is true. Baby Boomers tend to be characterized as goal centric, ambitious, and value relationships. Generation X are characterized as materialistic, individualistic, competitive and result driven. Generation Y are characterized as optimistic, open to new ideas and changes, questioning, strong sense of entitlement, and fiercely independent. As for Generation Z, they are characterized to be highly invested in technology, highly believe in dialogue and communication, and career multitaskers. Baby Boomers (born between 1940-1959):

1. By working hard, we can overcome any obstacle that life presents.
2. I will do what it takes to complete the tasks, even if it means working more than eight hours per day.
3. I see myself as a team player and highly value teamwork.

Generation X (born between 1960-1979):

1. If I could afford to buy all the things I desire, I would certainly buy everything I ever wanted.
2. If I want something, I will pursue it.
3. I prefer to work alone rather than working in groups.

Generation Y (born between 1980-1994):

1. I am open to new ideas and changes.
2. I prefer an organization that provides me the opportunity to question or give direct input to senior staff.
3. If I feel that my skills are not being developed, then I am likely to leave the organization.

Generation Z (born between 1995-2010):

1. I expect the organization which I work for to be up-to-date with the latest technology.
2. I strongly believe in the effectiveness of communication to solve conflict and improve the world.

3. I am not committed to an organization who treats me less than I deserve.

Section four consists of questions related to conflict management style (competing, collaborating, compromising, avoiding, and accommodating) used at ABC Company, which is an interval scale, with the use of a five-point Likert scale. The questionnaire was adapted from Laddha (2019) and Ajirowo (2019). There are 15 questions related to the conflict management style which allows us to assess the behaviors of individuals in conflicting situations. Competing conflict management style correlates to high assertiveness and low cooperativeness, and simply to win an argument or situation. Collaborating conflict management style corresponds to both high assertiveness and high cooperativeness, such that both sides are in pursuit of solutions that satisfies the needs of all parties involved. Compromising conflict management styles are in search of solutions fair to both parties involved and meeting halfway. Avoiding conflict management style corresponds to low assertiveness and low cooperativeness, such that the individual chooses to suppress or withdraw from any threatening or conflicting situations. As for the accommodating conflict management style, which is low assertiveness and high cooperativeness, correlates to individuals choosing to address concerns of other parties, rather than their own, and seeking harmony and relationship building.

Competing:

1. I am usually firm in pursuing my side of the issue (#6).
2. I use my authority to make a decision in my own favor (#1).
3. I sometimes use my power to get my own way (#9).

Collaborating:

1. I try to investigate an issue with my colleagues to find a solution acceptable to all of us (#7).
2. When there is a conflict, I try to bring all my concerns and issues out in the open, and invite others to do the same, so that the issue can be resolved in the best possible manner (#13).
3. I try to incorporate my ideas with my colleagues' ideas to come up with a decision jointly (#4).

Compromising:

1. At the end of a conflict, it matters to me that both my needs and the other person's needs have been met (#12).
2. I will try to find a combination of gains and losses that is fair for both of us (#3).
3. I usually propose a middle ground so that a compromise can be made (#15).

Avoiding:

1. I try to stay away from disagreement with my colleagues to avoid useless tensions (#2).
2. I try to avoid being "put on the spot" and keep my conflict with my colleagues to myself (#11).
3. I try to avoid open discussion of my differences with my colleagues (#14).

Accommodating:

1. I often go along with the suggestions of my colleagues (#8).
2. I sometimes sacrifice my own wishes for the other person's wishes (#5).
3. I try to be considerate of my colleague's wishes and desires when having to approach negotiations (#10).

Table 2 Likert scale score and meaning

Scale	Meaning
1	Strongly Disagree
2	Disagree
3	Neutral
4	Agree
5	Strongly Agree

Scale interpretation of each score is defined with the use of the class interval width formula:

$$\begin{aligned} \text{Class interval width} &= (\text{Highest} - \text{lowest}) / (\text{Number of classes}) \\ &= (5 - 1) / 5 = 0.80 \end{aligned}$$

Table 3 Class interval width score and meaning

Average Score	Meaning
1.00-1.80	Strongly Disagree
1.81-2.60	Disagree
2.61-3.40	Neutral
3.41-4.20	Agree
4.21-5.00	Strongly Agree

Validity and reliability

For the content validity test, the questionnaire was designed based on previous research and consultation with the advisor to reach a form which can be most beneficial to the research study. Once questionnaire has been set, the researcher must submit questionnaires to 3 experts to check the precision of content to ensure the questionnaire pass the index consistency (IOC) testing (Rovinelli & Hambleton, 1977) with the criteria as below:

+1 means the question is appropriate and important.

0 means the question is neither important nor unimportant.

-1 means the question is not important or relevant at all.

As for the reliability test, the researcher tests the interval scale questionnaire with the use of Cronbach's alpha method (Cronbach & Shavelson, 2004) to measure the reliability of the alpha coefficient (α) using the statistics program.

Cronbach's Alpha (α) measured between 0.80-0.95 means very good reliability.

Cronbach's Alpha (α) measured between 0.70-0.80 means good reliability.

Cronbach's Alpha (α) measured between 0.60-0.70 means fair reliability.

Cronbach's Alpha (α) measured between 0.60 or less means poor reliability.

As determined by the statistics program, it showed a coefficient level of 0.801 which is above 0.70, therefore the internal consistency of the questionnaire is accepted.

Table 4 Reliability statistics testing (n=30)

Variables	No. of Indicators	Code	Cronbach's Alpha
Big-Five Personality Traits	15	BFO1	.799
		BFO2	.802
		BFO3	.812
		BFC1	.804
		BFC2	.803
		BFC3	.812
		BFE1	.805
		BFE2	.807
		BFE3	.813
		BFA1	.789
		BFA2	.805
		BFA3	.808
		BFN1	.817
		BFN2	.814
		BFN3	.805
Generations	12	GBB1	.795
		GBB2	.792
		GBB3	.789
		GX1	.791
		GX2	.791
		GX3	.793
		GY1	.796
		GY2	.795
		GY3	.795
		GZ1	.800
		GZ2	.794
		GZ3	.787

Conflict	15	CMCPT1	.810
Management Style		CMCPT2	.797
		CMCPT3	.816
		CMCLB1	.796
		CMCLB2	.795
		CMCLB3	.796
		CMCPM1	.800
		CMCPM2	.793
		CMCPM3	.801
		CMAVD1	.810
		CMAVD2	.800
		CMAVD3	.800
		CMACM1	.802
		CMACM2	.802
		CMACM3	.800
	Total	42	

Ethical considerations

The research submitted the research plan and consent form to the Ethics committee at Burapha University to evaluate the ethical acceptability of the research and questionnaires involved in this research study to assess the equality in safeguarding of rights and safety of the research participants as well as the accuracy of the research process. After the ethics committee approved the research, the researcher sent an email to the Human Resources Manager at ABC Company requesting permission to conduct the research. After the approval from the Human Resources Manager, the researcher then sent out emails to the population group regarding the overview of the research, time commitment for the research, location and confidentiality of those involved in the research and consent form.

The researcher maintained the confidentiality of the employees involved by not identifying any personal information, whilst a consent form of confidentiality along with the questionnaire. Once the researcher receives the questionnaires back

from employees, the questionnaires are kept in a password-protected computer to ensure the data will be kept confidential. As for paper-based data, they will be stored in a locked filing cabinet that can only be accessed by the researcher. The data will be retained for one year after final publication, in which all paper-based records will be shredded, and electronically stored data will be erased.

Data collection

A total of 141 participants who are currently employed at ABC Company, in Laem Chabang, Chonburi, were chosen with the use of the nonprobability sampling method of convenience sampling. The data collected from this study used as primary sources all employees at ABC Company with the use of a closed-ended questionnaire. The questionnaires were created with the use of Google Forms, in which the digital version of the survey was sent to each employee via their company email address, while employees without an email address were provided a paper survey via the schedule provided from the head of the department. The survey is available in both English and Thai language, in which the Thai language version of the survey has been officially translated by a certified translator in Thailand. Prior to participating to the research study, research participants will be provided with information on the overview of the researcher, the purpose of the research, and the process of the research, the benefits and risks associated to the research to help participant made aware of what the research study is about, and that the research participant is aware that the research study that is completely voluntarily and up to the participants to decide whether they choose to participate or not to participate. The researcher will guarantee to willingly provide answers to any questions and concerns which they may have regarding this research study and not hide any information until they are fully satisfied. The researcher also guarantees that the researcher will not disclose any of the research participants' personal information in any way, only the summary of the findings from the research study. Once the research participants have read the information provided above and have fully understood the contents of this document, and are willingly to participate in the survey, then they will be able to access the questionnaires. In case if the research participant is unable to read or write, the researcher will read the contents of the consent form document for them until they

fully understand. The survey started with a brief introduction and a consent form, in which all participants are aware that their scores are collected and recorded anonymously with the use of a closed-ended questionnaire. The closed-ended questionnaire included the use of a five-point Likert scale (strongly disagree, disagree, neutral, agree, and strongly agree). The questionnaire was divided into four sections: the first section consists of demographic questions (gender, age, ethnicity, education level, marital status, working experience and income), the second section relates to the Big-Five personality traits questions (openness, conscientiousness, extraversion, agreeableness, and neuroticism), the third section consists of questions related to generations (Baby Boomers, Generation X, Generation Y (Millennials), and Generation Z), and the fourth section consists of questions related to conflict management style (competing, collaborating, compromising, avoiding, and accommodating) to measure how each individual handles conflict in the workplace. The survey concluded by thanking the participants for completing and contributing to the study.

Data analysis

The statistical methods used to analyze the results of the survey are shown below:

1. Descriptive statistics was used for the demographics section of the questionnaire to measure the frequency and percentage. Descriptive statistics was also used for sections two, three, and four of the survey to measure the mean and standard deviation.

2. Inferential statistics:

- 2.1 Multiple linear regression was used for the second, third and fourth section of the questionnaire to test the hypothesis to determine whether there are any significant differences between the independent factors that whether employees who have different personalities have different approaches towards, and to test the hypothesis to determine whether personality traits and conflict management style differ in strength for different generations.

CHAPTER 4

RESULTS

The chapter presents the findings of the statistical analysis of the data to analyze whether employees who have different personalities have different approaches towards conflict management in the workplace, and also whether generational differences moderates the relationship between personality traits and conflict management style, in hopes to provide guideline for conflict management for ABC Company in Laem Chabang, Chonburi. The questionnaire was distributed to 141 respondents working at ABC Company, located in Laem Chabang, Chonburi with the use of the nonprobability sampling method of convenience sampling. Out of the questionnaires distributed, 136 respondents responded back, but 126 sets of the questionnaires received were found fit for the analysis, where those that were not included were due to lack of proper information, or not enough data to form a proper sample group when it comes to generational groupings. The results of the data received will be presented as the following:

1. Descriptive statistical analysis
2. Inferential statistical analysis

Descriptive statistical analysis

Demographic information

Table 5 Gender of respondents

Gender	Frequency	Percent
Male	96	76.2
Female	30	23.8
Total	126	100.0

Table 5 indicates that more than half of the population were male at 96 respondents (76.2%), while the population for females were at 30 respondents (23.8%).

Table 6 Age of respondents

Age	Frequency	Percent
1940-1959 (Baby Boomers)	0	0.0
1960-1979 (Generation X)	68	54.0
1980-1994 (Generation Y)	58	46.0
1995-2010 (Generation Z)	0	0.0
Total	126	100.0

Table 6 indicates the age of respondents, in which there were no respondents (0%) born between 1940-1959, known as the Baby Boomers generation, while 68 respondents (54%) were born between 1960-1979, known as Generation X, and 58 respondents (46%) were born between 1980-1994, known as Generation Y (Millennial), and no respondents (0%) born between 1995-2010, known as Generation Z. Hence only Generation X and Generation Y will be studied in this research.

Table 7 Ethnicity of respondents

Ethnicity	Frequency	Percent
White/Caucasian	8	6.3
Hispanic or Latino	1	0.8
Asian/Pacific Islander	117	92.9
Other	0	0.0
Total	126	100.0

Table 7 indicates the ethnicity of the respondents included in the research study such that the majority of the respondents were Asian/Pacific Islander at 117 respondents (92.9%), followed by White/Caucasian at 8 respondents (6.3%), and 1 respondent (0.8%) is of Hispanic or Latino ethnicity.

Table 8 Level of education of respondents

Level of Education	Frequency	Percent
High school graduate or lower	14	11.1
Vocational/Associates degree	38	30.2
Bachelor's degree	36	28.5
Master's degree	37	29.4
Doctorate degree	1	0.8
Total	126	100.0

Table 8 indicates the respondent's level of education, in which 14 respondents (11.1%) were a high school graduate or lower, 38 respondents (30.2%) had a vocational/associate's degree, 36 respondents (28.5%) had a bachelor's degree, 37 respondents (29.4%) had a master's degree, and one respondent (0.8%) had a doctoral degree.

Table 9 Marital status of respondents

Marital Status	Frequency	Percent
Single	45	35.7
Married	75	59.5
Divorced	4	3.2
Widowed	0	0.0
Separated	2	1.6
Total	126	100.0

Table 9 indicates the marital status of respondents in which the majority of respondents were married at 75 respondents (59.5%), followed by single at 45 respondents (35.7%), divorced at four respondents (3.2%), and separated at two respondents (1.6%), while none of the participants were widowed (0.0%).

Table 10 Years of employment of respondents

Years of Employment	Frequency	Percent
6 years or less	47	37.3
7-12 years	27	21.4
13-18 years	19	15.1
19-24 years	28	22.2
25 years or more	5	4.0
Total	126	100.0

Table 10 indicates the years of employment of the respondents at ABC Company in which 47 respondents (37.3%) had 6 years or less years of employment, 27 respondents (21.4%) had 7-12 years of employment, 19 respondents (15.1%) had 13-18 years of employment, 28 respondents (22.2%) had 19-24 years of employment, and five respondents (4.0%) had been working at ABC Company for 25 years or more.

Table 11 Monthly income of respondents

Monthly Income	Frequency	Percent
20,000 THB per month or less	23	18.2
20,001-40,000 THB per month	29	23.0
40,001-60,000 THB per month	21	16.7
60,001-80,000 THB per month	16	12.7
More than 80,000 THB per month	37	29.4
Total	126	100.0

Table 11 presents the monthly income of respondents at ABC Company, in which 23 respondents (18.2%) had an income of 20,000 THB per month or less, 29 respondents (23.0%) had a monthly income of 20,001-40,000 THB per month, 21 respondents (16.7%) had a monthly income of 40,001-60,000 THB per month, 16 respondents (12.7%) had a monthly income of 60,001-80,000 THB per month, and 37

respondents (29.4%) had a monthly income of more than 80,000 THB per month while employed at ABC Company.

Variables of the study

This research study includes three main variables, which are Big-Five personality traits, generations, and conflict management style. Besides the three main variables, they also consist of sub-variables. The Big-Five personality traits have five sub-variables, generations have two sub-variables, and conflict management styles have five sub-variables. The descriptive statistics of these variables are presented as follows:

Table 12 Descriptive statistics of Big-Five personality traits

Big-Five Personality Traits	Mean	SD	Level	Rank
Openness	3.35	.975	Average	3
Conscientiousness	3.56	.881	High	2
Extraversion	3.31	.963	Average	4
Agreeableness	3.81	.937	High	1
Neuroticism	2.82	1.016	Average	5

As shown in table 12, the first main variable is the Big-Five personality traits, in which under the Big-Five personality traits consists of five sub-variables, which are openness personality trait, conscientiousness personality trait, extraversion personality trait, agreeableness personality trait and neuroticism personality trait. The mean and standard deviation of the data collected from 126 respondents for this variable are means at 3.35, 3.56, 3.31, 3.81, and 2.82, while standard deviations are .975, .881, .963, .937, and 1.016.

Table 13 Descriptive statistics of openness personality trait, a sub-variable of the Big-Five personality traits

Openness Personality Trait	Mean	SD	Level	Rank
1. I see myself as someone who prefers non-routine tasks (BFO1).	3.10	1.151	Average	3
2. I see myself as someone who often comes up with new ideas (BFO2).	3.54	.873	High	1
3. I see myself as someone who has high creativity (BFO3).	3.42	.900	High	2

Table 13 presents the first sub-variable of the Big-Five personality traits, which is the openness personality trait, in which the items include I see myself as someone who prefers non-routine tasks (BFO1), I see myself as someone who often comes up with new ideas (BFO2), and I see myself as someone who has high creativity (BFO3). The mean and standard deviation of the data collected from 126 respondents for this variable are means at 3.10, 3.54, and 3.42, while the standard deviations are 1.151, .873, and .900.

Table 14 Descriptive statistics of conscientiousness personality trait, a sub-variable of the Big-Five personality traits

Conscientiousness Personality Trait	Mean	SD	Level	Rank
1. I see myself as someone who does things thoroughly (BFC1).	3.75	.817	High	1
2. I see myself as someone who remains relaxed in tense situations (BFC2).	3.29	.988	Average	3
3. I see myself as someone who is organized (BFC3).	3.63	.837	High	2

Table 14 presents the second sub-variable of the Big-Five personality traits, which is the conscientiousness personality trait, in which the items include I see myself as someone who does things thoroughly (BFC1), I see myself as someone who

remains relaxed in tense situations (BFC2), and I see myself as someone who is organized (BFC3). The mean and standard deviation of the data collected from 126 respondents for this variable are means at 3.75, 3.29, and 3.63, while the standard deviations are .817, .988, and .837.

Table 15 Descriptive statistics of extraversion personality trait, a sub-variable of the Big-Five personality traits

Extraversion Personality Trait	Mean	SD	Level	Rank
1. I see myself as someone who is sociable (BFE1).	3.23	.989	Average	2
2. I see myself as someone who is talkative (BFE2)	2.95	1.102	Average	3
3. I see myself as someone who is energetic (BFE3).	3.75	.797	High	1

Table 15 presents the third sub-variable of the Big-Five personality traits, which is the extraversion personality trait, in which the items include I see myself as someone who is sociable (BFE1), I see myself as someone who is talkative (BFE2), and I see myself as someone who is energetic (BFE3). The mean and standard deviation of the data collected from 126 respondents for this variable are means at 3.32, 2.95, and 3.75, while the standard deviations are .989, 1.102, and .797.

Table 16 Descriptive statistics of agreeableness personality trait, a sub-variable of the Big-Five personality traits

Agreeableness Personality Trait	Mean	SD	Level	Rank
1. I see myself as someone who is compassionate and kindhearted (BFA1)	3.93	.869	High	1
2. I see myself as someone who tends to assume the best about others (BFA2).	3.57	.794	High	3
3. I see myself as someone who does not start arguments with others (BFA3).	3.93	1.147	High	2

Table 16 presents the fourth sub-variable of the Big-Five personality traits, which is the agreeableness personality trait, in which the items include I see myself as someone who is compassionate and kindhearted (BFA1), I see myself as someone who tends to assume the best about others (BFA2), and I see myself as someone who does not start arguments with others (BFA3). The mean and standard deviation of the data collected from 126 respondents for this variable are means at 3.93, 3.57, and 3.93, while the standard deviations are .869, .794, and 1.147.

Table 17 Descriptive statistics of neuroticism personality trait, a sub-variable of the Big-Five personality traits

Neuroticism Personality Trait	Mean	SD	Level	Rank
1. I see myself as someone who is tense, and does not handle stress well (BFN1).	2.79	.993	Average	2
2. I see myself as someone who is easily upset (BFN2).	2.64	1.031	Average	3
3. I see myself as someone who gets anxious easily (BFN3).	3.02	1.023	Average	1

Table 17 presents the fifth sub-variable of the Big-Five personality traits, which is the neuroticism personality trait, in which the items include I see myself as someone who is tense, and does not handle stress well (BFN1), I see myself as someone who is easily upset (BFN2), and I see myself as someone who gets anxious easily (BFN3). The mean and standard deviation of the data collected from 126 respondents for this variable are means at 2.79, 2.64, and 3.02, while the standard deviations are .993, 1.031, and 1.023.

The second main variable, or the moderator in this research study, is generations, which consists of four sub-variables, which are Baby Boomers, Generation X, Generation Y, and Generation Z. However, due to insufficient data, Baby Boomers and Generations Z will not be included in the research study and only two generations will be studied, which are Generation X and Generation Z.

Generation X includes a total of 68 respondents, while Generation Y includes a total of 58 respondents.

Table 18 Descriptive statistics of Generation X, a sub-variable of the generations

Generation X (1960-1979)	Mean	SD	Level	Rank
1. If I could afford to buy all the things I desire, I would certainly buy everything I ever wanted (GX1).	2.87	1.064	Average	2
2. If I want something, I will pursue it (GX2).	3.06	.991	Average	1
3. I prefer to work alone rather than working in groups (GX3).	2.71	.947	Average	3

Table 18 presents the first sub-variable of the generations, which is Generation X, in which the items include if I could afford to buy all the things I desire, I would certainly buy everything I ever wanted (GX1), if I want something, I will pursue it (GX2), and I prefer to work alone rather than working in groups (GX3). The mean and standard deviation of the data collected from 68 respondents for this variable are means at 2.87, 3.06, 2.71, while the standard deviations are 1.064, .991, and .947. The stereotype as labeled by McKinsey & Company (2018) about Generation X seem to not be as strong where employees at ABC Company who belong under Generation X do not seem to agree nor disagree with how they have been labeled to be.

Table 19 Descriptive statistics of Generation Y, a sub-variable of the generations

Generation Y (1980-1994)	Mean	SD	Level	Rank
1. I am open to new ideas and changes (GY1).	4.31	.681	Very High	1

Table 19 (continued)

Generation Y (1980-1994)	Mean	SD	Level	Rank
2. I prefer an organization that provides me the opportunity to question or give direct input to senior staff (GY2).	4.14	.868	High	2
3. If I feel my skills are not being developed, then I am likely to leave the organization (GY3).	3.55	1.046	High	3

Table 19 presents the second sub-variable of the generations, which is Generation Y, in which the items include I am open to new ideas and changes (GY1), I prefer an organization that provides me the opportunity to question or give direct input to senior staff (GY2), and if I feel my skills are not being developed, then I am likely to leave the organization (GY3). The mean and standard deviation of the data collected from 58 respondents for this variable are means at 4.31, 4.14, and 3.55, while the standard deviations are .681, .868, and 1.046. Hence the stereotype according to McKinsey & Company (2018) seems to be somewhat accurate for generation Y.

Level of preferred conflict management style of employees at ABC Company

The mean score can be interpreted as follows:

Score	Interpretation
4.21-5.00	Very high level of preferred conflict management style
3.41-4.20	High level of preferred conflict management style
2.61-3.40	Average level of preferred conflict management style
1.81-2.60	Low level of preferred conflict management style
1.00-1.80	Very level of preferred conflict management style

Table 20 Level of preferred conflict management style (n=126)

Conflict Management Style	Mean	SD	Level	Rank
Competing	2.63	.959	Average	5
Collaborating	3.92	.832	High	1
Compromising	3.63	.895	High	3
Avoiding	3.35	1.029	Average	4
Accommodating	3.67	.778	High	2
Total	3.44	4.493	High	

Table 20 indicates the conflict management style used by employees at ABC Company, such that most respondents seem to prefer the collaborating conflict management style (Mean = 3.92, SD = .832), then the accommodating conflict management style (Mean = 3.67, SD = .778), followed by the compromising conflict management style (Mean = 3.63, SD = .895), then the avoiding conflict management style (Mean = 3.35, SD = 1.029), and finally the competing conflict management style (Mean = 2.63, SD = .959).

Table 21 Level of the competing conflict management style, a sub-variable of conflict management

Competing Conflict Management Style	Mean	SD	Level	Rank
1. I use my authority to make a decision in my own favor (CMCPT1).	2.21	1.093	Low	3
2. I am usually firm in pursuing my side of the issue (CMCPT2).	3.35	.783	Average	1
3. I sometimes use my power to get my own way (CMCPT3).	2.33	1.003	Low	2
Total	2.63	2.878	Average	

Table 21 presents the first sub-variable of conflict management, which is the competing conflict management style in which the items include (CMCPT1) I use my authority to make a decision in my own favor (Mean = 2.21, SD = 1.093), (CMCPT2)

I am usually firm in pursuing my side of the issue (Mean = 3.35, SD = .783), and (CMCPT3) I sometimes use my power to get my own way (Mean = 2.33, SD = 1.003) of the data collected from 126 respondents.

Table 22 Level of the collaborating conflict management style, a sub-variable of conflict management

Collaborating Conflict Management Style	Mean	SD	Level	Rank
1. I try to incorporate my ideas with my colleagues' ideas to come up with a decision jointly (CMCLB1).	4.04	.814	High	1
2. I try to investigate an issue with my colleagues to find a solution acceptable to all of us (CMCLB2).	3.97	.789	High	2
3. When there is conflict, I try to bring all my concerns and issues out in the open, and invite others to do the same, so that the issue can be resolved in the best possible manner (CMCLB3).	3.75	.892	High	3
Total	3.92	2.495	High	

Table 22 presents the second sub-variable of conflict management, which is the collaborating conflict management style in which the items include (CMCLM1) I try to incorporate my ideas with my colleagues' ideas to come up with a decision jointly (Mean = 4.04, SD = .814), (CMCLB2) I try to investigate an issue with my colleagues to find a solution acceptable to all of us (Mean = 3.97, SD = .789), and (CMCLB3) when there is conflict, I try to bring all my concerns and issues out in the open, and invite others to do the same, so that the issue can be resolved in the best possible manner (Mean = 3.75, SD = .892) of the data collected from 126 respondents.

Table 23 Level of the compromising conflict management style, a sub-variable of conflict management

Compromising Conflict Management Style	Mean	SD	Level	Rank
1. I will try to find a combination of gains and losses that is fair for both of us (CMCPM1).	3.76	.983	High	1
2. At the end of a conflict, it matters to me that both my needs and the other person's needs have been met (CMCPM2).	3.50	.883	High	3
3. I usually propose a middle ground so that a compromise can be made (CMCPM3).	3.62	.818	High	2
Total	3.63	2.685	High	

Table 23 presents the third sub-variable of conflict management, which is the compromising conflict management style in which the items include (CMCPM1) I will try to find a combination of gains and losses that is fair for both of us (Mean = 3.76, SD = .983), (CMCPM2) at the end of a conflict, it matters to me that both my needs and the other person's needs have been met (Mean = 3.50 SD = .883), and (CMCPM3) I usually propose a middle ground so that a compromise can be made (Mean = 3.62, SD = .818) of the data collected from 126 respondents.

Table 24 Level of the avoiding conflict management style, a sub-variable of conflict management

Avoiding Conflict Management Style	Mean	SD	Level	Rank
1. I try to stay away from disagreement with my colleagues to avoid useless tensions (CMAVD1).	3.79	1.114	High	1
2. I try to avoid being "put on the spot" and keep my conflict with my colleagues to myself (CMAVD2).	3.30	.990	Average	2

Table 24 (continued)

Avoiding Conflict Management Style	Mean	SD	Level	Rank
3. I try to avoid open discussion of my differences with my colleagues (CMAVD3).	2.98	.984	Average	3
Total	3.35	3.088	High	

Table 24 presents the fourth sub-variable of conflict management, which is the avoiding conflict management style in which the items include (CMAVD1) I try to stay away from disagreement with my colleagues to avoid useless tensions (Mean = 3.79, SD = 1.114), (CMAVD2) I try to avoid being “put on the spot” and keep my conflict with my colleagues to myself (Mean = 3.30, SD = .990), and (CMAVD3) I try to avoid open discussion of my differences with my colleagues (Mean = 2.98, SD = .984) of the data collected from 126 respondents.

Table 25 Level of the accommodating conflict management style, a sub-variable of conflict management

Accommodating Conflict Management Style	Mean	SD	Level	Rank
1. I sometimes sacrifice my own wishes for the other person's wishes (CMACM1).	3.65	.861	High	2
2. I often go along with the suggestions of my colleagues (CMACM2).	3.56	.765	High	3
3. I try to be considerate of my colleague's wishes and desires when having to approach negotiations (CMACM3).	3.82	.709	High	1
Total	3.67	2.334	High	

Table 25 presents the fifth sub-variable of conflict management, which is the accommodating conflict management style in which the items include (CMACM1) I sometimes sacrifice my own wishes for the other person's wishes (Mean = 3.65, SD =

.861), (CMACM2) I often go along with the suggestions of my colleagues (Mean = 3.56 SD = .765), and (CMACM3) I try to be considerate of my colleague's wishes and desires when having to approach negotiations (Mean = 3.82, SD = .709) of the data collected from 126 respondents.

Inferential statistical analysis

There are two main hypotheses to be tested in the research study and 10 sub-hypotheses which break down the main hypotheses to test the predictions from the five conflict management styles. Multiple Linear Regression will be used to study the hypotheses to examine and identify the differing personality traits of the employees and their approach towards conflict management, as well as whether generation differences effects the strength of relationship between the differing personality traits of the employees and their approach towards conflict management of ABC Company in Laem Chabang, Chonburi.

Hypothesis 1

H₀₁: There is no significant difference between the Big-Five personality traits and conflict management style.

H_{a1}: There is a significant difference between the Big-Five personality traits and conflict management style.

Hypothesis 1.1

H_{01.1}: There is no significant difference between the Big-Five personality traits and the competing conflict management style.

H_{a1.1}: There is a significant difference between the Big-Five personality traits and the competing conflict management style.

Hypothesis 1.2

H_{01.2}: There is no significant difference between the Big-Five personality traits and the collaborating conflict management style.

H_{a1.2}: There is a significant difference between the Big-Five personality traits and the collaborating conflict management style.

Hypothesis 1.3

H_{01.3}: There is no significant difference between the Big-Five personality traits and the compromising conflict management style.

H_{a1.3}: There is a significant difference between the Big-Five personality traits and the compromising conflict management style.

Hypothesis 1.4

H_{01.4}: There is no significant difference between the Big-Five personality traits and the avoiding conflict management style.

H_{a1.4}: There is a significant difference between the Big-Five personality traits and the avoiding conflict management style.

Hypothesis 1.5

H_{01.5}: There is no significant difference between the Big-Five personality traits and the accommodating conflict management style.

H_{a1.5}: There is a significant difference between the Big-Five personality traits and the accommodating conflict management style.

Hypothesis 2

H₀₂: The relationship between the Big-Five personality traits and conflict management style do not differ in strength Generation X.

H_{a2}: The relationship between the Big-Five personality traits and conflict management style do differ in strength for Generation X.

Hypothesis 2.1

H_{02.1}: The relationship between the Big-Five personality traits and the competing conflict management styles do not differ in strength for Generation X.

H_{a2.1}: The relationship between the Big-Five personality traits and the competing conflict management styles do differ in strength for Generation X.

Hypothesis 2.2

H_{02.2}: The relationship between the Big-Five personality traits and the collaborating conflict management styles do not differ in strength for Generation X.

H_{a2.2}: The relationship between the Big-Five personality traits and the collaborating conflict management styles do differ in strength for Generation X.

Hypothesis 2.3

H_{02.3}: The relationship between the Big-Five personality traits and the compromising conflict management style does not differ in strength for Generation X.

H_{a2.3}: The relationship between the Big-Five personality traits and the compromising conflict management style does differ in strength for Generation X.

Hypothesis 2.4

H_{02.4}: The relationship between the Big-Five personality traits and the avoiding conflict management style does not differ in strength for Generation X.

H_{a2.4}: The relationship between the Big-Five personality traits and the avoiding conflict management styles does differ in strength for Generation X.

Hypothesis 2.5

H_{02.5}: The relationship between the Big-Five personality traits and the accommodating conflict management style does not differ in strength for Generation X.

H_{a2.5}: The relationship between the Big-Five personality traits and the accommodating conflict management style does differ in strength for Generation X.

Hypothesis 3

H₀₃: The relationship between the Big-Five personality traits and conflict management style do not differ in strength Generation Y.

H_{a3}: The relationship between the Big-Five personality traits and conflict management style do differ in strength for Generation Y.

Hypothesis 3.1

H_{03.1}: The relationship between the Big-Five personality traits and the competing conflict management styles do not differ in strength for Generation Y.

H_{a3.1}: The relationship between the Big-Five personality traits and the competing conflict management styles do differ in strength for Generation Y.

Hypothesis 3.2

H_{03.2}: The relationship between the Big-Five personality traits and the collaborating conflict management styles do not differ in strength for Generation Y.

H_{a3.2}: The relationship between the Big-Five personality traits and the collaborating conflict management styles do differ in strength for Generation Y.

Hypothesis 3.3

H_{03.3}: The relationship between the Big-Five personality traits and the compromising conflict management style does not differ in strength for Generation Y.

H_{a3.3}: The relationship between the Big-Five personality traits and the compromising conflict management style do differ in strength for Generation Y.

Hypothesis 3.4

H_{03.4}: The relationship between the Big-Five personality traits and the avoiding conflict management styles do not differ in strength for Generation Y.

H_{a3.4}: The relationship between the Big-Five personality traits and the avoiding conflict management styles do differ in strength for Generation Y.

Hypothesis 3.5

H_{03.5}: The relationship between the Big-Five personality traits and the accommodating conflict management styles do not differ in strength for Generation Y.

H_{a3.5}: The relationship between the Big-Five personality traits and the accommodating conflict management styles do differ in strength for Generation Y.

Table 26 Summary of multiple linear regression on Big-Five personality traits and conflict management style

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson			
1	.463 ^a	.215	.182	.39698	2.065			
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	5.168	5	1.034	6.558**	.000 ^b		
	Residual	18.911	120	.158				
	Total	24.079	125					
Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.777	.334		5.318**	.000	1.115	2.438
	BFO	.122	.051	.208	2.391*	.018	.021	.223
	BFC	.066	.069	.088	.959	.340	-.071	.204
	BFE	.034	.054	.058	.634	.527	-.073	.142
	BFA	.212	.054	.331	3.956**	.000	.106	.318
	BFN	.034	.046	.061	.741	.460	-.057	.126

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Dependent Variable: Conflict Management Style

** p – value < 0.01; * p – value < 0.05

Based on table 26, R = .463, R Square = .215, Adjusted R Square = .182, Durbin-Watson = 2.065, and F-value = 6.558.

The value of R Square is the statistical measure which shows the spread of the data as compared to the fitted regression line. The R square value for table 26 is .215, or 21.5%. Hence, 21.5% of respondents' style of conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism.

The hypothesis testing for H₁ that there is a significant difference between the Big-Five personality traits and conflict management style was supported, such that two coefficients were significant, openness at p < 0.05 and agreeableness at p < 0.01. Therefore, the null hypothesis H₀₁ is rejected at a significance level of 0.01, and that there is a significant difference between the Big-Five personality traits and conflict management style.

Equation 1 (The Unstandardized model):

$$\text{Conflict management style} = 1.777 + 0.122 (\text{Openness})^* + 0.212(\text{Agreeableness})^{**} + e$$

This equation indicates that openness personality trait and agreeableness personality trait has a significant difference towards conflict management style, while conscientiousness personality trait, extraversion personality trait, and neuroticism personality trait do not have a significant difference towards conflict management style. Openness personality trait with unstandardized coefficient of 0.122 and agreeable personality trait at unstandardized coefficient of 0.212 are predicted to have a significant difference in conflict management style.

Equation 2 (The Standardized model):

$$\text{Conflict management style} = 0.208 (\text{Openness})^* + 0.331(\text{Agreeableness})^{**} + e$$

This equation indicates that openness personality trait and agreeableness personality trait has a significant difference towards conflict management style, while conscientiousness personality trait, extraversion personality trait, and neuroticism personality trait do not have a significant difference towards conflict management style. Openness personality trait with standardized coefficient of 0.208 and agreeable

personality trait at standardized coefficient of 0.331 are predicted to have a significant difference in conflict management style.

Table 27 Summary of multiple linear regression on Big-Five personality traits and the competing conflict management style

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson			
1	.418 ^a	.175	.140	.62332	2.188			
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	9.870	5	1.974	5.080**	.000 ^b		
	Residual	46.624	120	.389				
	Total	56.494	125					
Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.446	.525		2.756**	.007	.407	2.485
	BFO	.305	.080	.340	3.806**	.000	.147	.464
	BFC	.184	.109	.159	1.689	.094	-.032	.399
	BFE	-.155	.085	-.170	-1.818	.072	-.324	.014
	BFA	-.144	.084	-.146	-1.706	.091	-.310	.023
	BFN	.201	.072	.235	2.775**	.006	.058	.345

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Dependent Variable: Competing Conflict Management Style

** p – value < 0.01

Based on table 27, $R = .418$, $R \text{ Square} = .175$, $\text{Adjusted } R \text{ Square} = .140$, $\text{Durbin-Watson} = 2.188$, and $F\text{-value} = 5.080$.

The value of $R \text{ Square}$ is the statistical measure which shows the spread of the data as compared to the fitted regression line. The $R \text{ square}$ value for table 27 is $.175$, or 17.5% . Hence, 17.5% of respondents' style of the competing conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism.

The hypothesis testing for $H_{1.1}$ that there is a significant difference between the Big-Five personality traits and the competing conflict management style was supported, such that two coefficients were significant, openness and neuroticism at $p < 0.01$. Therefore, the null hypothesis $H_{1.1}$ is rejected at a significance level of 0.01 , and that there is a significant difference between the Big-Five personality traits and the competing conflict management style.

Equation 1 (The Unstandardized model):

$$\text{Competing conflict management style} = 1.446 + 0.305 (\text{Openness})^{**} + 0.201 (\text{Neuroticism})^{**} + e$$

This equation indicates that openness personality trait and neuroticism personality trait has a significant difference towards the competing conflict management style, while conscientiousness personality trait, extraversion personality trait, and agreeableness personality trait do not have a significant difference towards the competing conflict management style. Openness personality trait with unstandardized coefficient of 0.305 and neuroticism personality trait at unstandardized coefficient of 0.201 are predicted to have a significant difference in the competing conflict management style.

Equation 2 (The Standardized model):

$$\text{Competing conflict management style} = 0.340 (\text{Openness})^{**} + 0.235 (\text{Neuroticism})^{**} + e$$

This equation indicates that openness personality trait and neuroticism personality trait has a significant difference towards the competing conflict management style, while conscientiousness personality trait, extraversion personality trait, and agreeableness personality trait do not have a significant difference towards the competing conflict management style. Openness personality trait with

standardized coefficient of 0.340 and neuroticism personality trait at standardized coefficient of 0.235 are predicted to have a significant difference in the competing conflict management style.

Table 28 Summary of multiple linear regression on Big-Five personality traits and the collaborating conflict management style

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson			
1	.457 ^a	.209	.176	.60214	1.897			
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	11.476	5	2.295	6.330**	.000 ^b		
	Residual	43.508	120	.363				
	Total	54.984	125					
Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.734	.507		3.421**	.001	.730	2.737
	BFO	.075	.077	.084	.964	.337	-.079	.228
	BFC	.245	.105	.215	2.330*	.021	.037	.453
	BFE	.144	.082	.160	1.751	.083	-.019	.307
	BFA	.202	.081	.209	2.484*	.014	.041	.363
	BFN	-.064	.070	-.076	-0.921	.359	-.203	.074

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Dependent Variable: Collaborating Conflict Management Style

** p – value < 0.01; * p – value < 0.05

Based on table 28, $R = .457$, $R \text{ Square} = .209$, $\text{Adjusted } R \text{ Square} = .176$, $\text{Durbin-Watson} = 1.897$, and $F\text{-value} = 6.330$.

The value of $R \text{ Square}$ is the statistical measure which shows the spread of the data as compared to the fitted regression line. The $R \text{ square}$ value for table 28 is .209, or 20.9%. Hence, 20.9% of respondents' style of collaborating conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism.

The hypothesis testing for $H_{1.2}$ that there is a significant difference between the Big-Five personality traits and the collaborating conflict management style was supported, such that two coefficients were significant, conscientiousness and agreeableness at $p < 0.05$. Therefore, the null hypothesis $H_{01.2}$ is rejected at a significance level of 0.05, and that there is a significant difference between the Big-Five personality traits and the collaborating conflict management style

Equation 1 (The Unstandardized model):

$$\text{Collaborating conflict management style} = 1.734 + 0.245 (\text{Conscientiousness})^* + 0.202 (\text{Agreeableness})^* + e$$

This equation indicates that conscientiousness personality trait and agreeableness personality trait has a significant difference towards the collaborating conflict management style, while openness personality trait, extraversion personality trait, and neuroticism personality trait do not have a significant difference towards the collaborating conflict management style. Conscientiousness personality trait with unstandardized coefficient of 0.245 and agreeableness personality trait at unstandardized coefficient of 0.202 are predicted to have a significant difference in the collaborating conflict management style.

Equation 2 (The Standardized model):

$$\text{Collaborating conflict management style} = 0.215 (\text{Conscientiousness})^* + 0.209 (\text{Agreeableness})^* + e$$

This equation indicates that conscientiousness personality trait and agreeableness personality trait has a significant difference towards the collaborating conflict management style, while openness personality trait, extraversion personality trait, and neuroticism personality trait do not have a significant difference towards the collaborating conflict management style. Conscientiousness personality trait with

standardized coefficient of 0.215 and agreeableness personality trait at standardized coefficient of 0.209 are predicted to have a significant difference in the collaborating conflict management style.

Table 29 Summary of multiple linear regression on Big-Five personality traits and the compromising conflict management style

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson			
1	.409 ^a	.167	.133	.64114	2.039			
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	9.918	5	1.984	4.825**	0.000 ^b		
	Residual	49.328	120	.411				
	Total	59.246	125					
Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	1.346	.540		2.494*	.014	.278	2.414
	BFO	.242	.082	.264	2.937**	.004	.079	.406
	BFC	.158	.112	.134	1.415	.160	-.063	.380
	BFE	.025	.088	.027	0.288	.773	-.148	.199
	BFA	.188	.087	.188	2.174*	.032	.017	.360
	BFN	.037	.075	.042	0.494	.622	-.111	.184

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Dependent Variable: Compromising Conflict Management Style

** p – value < 0.01; * p – value < 0.05

Based on table 29, $R = .409$, $R \text{ Square} = .167$, $\text{Adjusted } R \text{ Square} = .133$, $\text{Durbin-Watson} = 2.039$, and $F\text{-value} = 4.825$.

The value of $R \text{ Square}$ is the statistical measure which shows the spread of the data as compared to the fitted regression line. The $R \text{ square}$ value for table 29 is $.167$, or 16.7% . Hence, 16.7% of respondents' style of the compromising conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism.

The hypothesis testing for $H_{1.3}$ that there is a significant difference between the Big-Five personality traits and the compromising conflict management style was supported, such that two coefficients were significant, openness at $p < 0.01$ and agreeableness at $p < 0.05$. Therefore, the null hypothesis $H_{01.3}$ is rejected at a significance level of 0.05 , and that there is a significant difference between the Big-Five personality traits and the compromising conflict management style.

Equation 1 (The Unstandardized model):

$$\text{Compromising conflict management style} = 1.346 + 0.242 (\text{Openness})^{**} + 0.188 (\text{Agreeableness})^* + e$$

This equation indicates that openness personality trait and agreeableness personality trait has a significant difference towards the compromising conflict management style, while conscientiousness personality trait, extraversion personality trait, and neuroticism personality trait do not have a significant difference towards the compromising conflict management style. Openness personality trait with unstandardized coefficient of 0.242 and agreeable personality trait at unstandardized coefficient of 0.188 are predicted to have a significant difference in the compromising conflict management style.

Equation 2 (The Standardized model):

$$\text{Compromising conflict management style} = 0.264 (\text{Openness})^{**} + 0.188 (\text{Agreeableness})^* + e$$

This equation indicates that openness personality trait and agreeableness personality trait has a significant difference towards the compromising conflict management style, while conscientiousness personality trait, extraversion personality trait, and neuroticism personality trait do not have a significant difference towards the compromising conflict management style. Openness personality trait with

standardized coefficient of 0.264 and agreeable personality trait at standardized coefficient of 0.188 are predicted to have a significant difference in the compromising conflict management style.

Table 30 Summary of multiple linear regression on Big-Five personality traits and the avoiding conflict management style

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson			
1	.450 ^a	.203	.170	.68274	1.621			
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	14.229	5	2.846	6.105**	0.000 ^b		
	Residual	55.936	120	.466				
	Total	70.166	125					
Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	2.316	.575		4.030**	.000	1.178	3.453
	BFO	-.010	.088	-.010	-.0111	.912	-.184	.164
	BFC	-.191	.119	-.148	-1.602	.112	-.427	.045
	BFE	-.033	.093	-.033	-0.355	.723	-.218	.152
	BFA	.504	.092	.461	5.466**	.000	.322	.687
	BFN	-.021	.079	-.022	-0.270	.788	-.179	.136

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Dependent Variable: Avoiding Conflict Management Style

** p – value < 0.01

Based on table 30, $R = .450$, $R \text{ Square} = .203$, $\text{Adjusted } R \text{ Square} = .170$, $\text{Durbin-Watson} = 1.621$, and $F\text{-value} = 6.105$.

The value of $R \text{ Square}$ is the statistical measure which shows the spread of the data as compared to the fitted regression line. The $R \text{ square}$ value for table 30 is .203, or 20.3%. Hence, 20.3% of respondents' style of avoiding conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism.

In hypothesis testing for $H_{1.4}$ there is a significant difference between the Big-Five personality traits and the avoiding conflict management style was supported, such that one coefficient was significant, agreeableness at $p < 0.01$. Therefore, the null hypothesis $H_{01.4}$ is rejected at a significance level of 0.01, and that there is a significant difference between the Big-Five personality traits and the avoiding conflict management style.

Equation 1 (The Unstandardized model):

Avoiding conflict management style = $2.316 + 0.504 (\text{Agreeableness})^{**} + e$

This equation indicates that agreeableness personality trait has a significant difference towards the avoiding conflict management style, while openness personality trait, conscientiousness personality trait, extraversion personality trait, and neuroticism personality trait do not have a significant difference towards the avoiding conflict management style. Agreeable personality traits at an unstandardized coefficient of 0.504 are predicted to have a significant difference in the avoiding conflict management style.

Equation 2 (The Standardized model):

Avoiding conflict management style = $0.461 (\text{Agreeableness})^{**} + e$

This equation indicates that agreeableness personality trait has a significant difference towards the avoiding conflict management style, while openness personality trait, conscientiousness personality trait, extraversion personality trait, and neuroticism personality trait do not have a significant difference towards the avoiding conflict management style. Agreeable personality traits at standardized coefficients of 0.461 are predicted to have a significant difference in the avoiding conflict management style.

Table 31 Summary of multiple linear regression on Big-Five personality traits and the accommodating conflict management style

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		Durbin-Watson		
1	.444 ^a	.197	.164	.51503		1.844		
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	7.828	5	1.566	5.901**	0.000 ^b		
	Residual	31.831	120	.265				
	Total	39.659	125					
Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients		95.0% Confidence Interval for B		
		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	2.042	.433		4.711**	.000	1.184	2.900
	BFO	-.002	.066	-.002	-0.026	.979	-.133	.129
	BFC	-.064	.090	-.066	-0.711	.479	-.242	.114
	BFE	.191	.070	.250	2.709**	.008	.051	.330
	BFA	.310	.070	.377	4.453**	.000	.172	.448
	BFN	.019	.060	.026	0.315	.754	-.100	.137

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Dependent Variable: Accommodating Conflict Management Style

** p – value < 0.01

Based on table 31, R = .444, R Square = .197, Adjusted R Square = .164, Durbin-Watson = 1.844, and F-value = 5.901.

The value of R Square is the statistical measure which shows the spread of the data as compared to the fitted regression line. The R square value for table 31 is .197, or 19.7%. Hence, 19.7% of respondents' style of accommodating conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism.

The hypothesis testing for $H_{1.5}$ that there is a significant difference between the Big-Five personality traits and the accommodating conflict management style was supported, such that two coefficients were significant, extraversion and agreeableness at $p < 0.01$. Therefore, the null hypothesis $H_{01.5}$ is rejected at a significance level of 0.01, and that there is a significant difference between the Big-Five personality traits and the accommodating conflict management style.

Equation 1 (The Unstandardized model):

$$\text{Accommodating conflict management style} = 2.042 + 0.191 (\text{Extraversion})^* + 0.310 (\text{Agreeableness})^{**} + e$$

This equation indicates that extraversion personality trait and agreeableness personality trait has a significant difference towards the accommodating conflict management style, while openness personality trait, conscientiousness personality trait, and neuroticism personality trait do not have a significant difference towards the accommodating conflict management style. Extraversion personality traits with an unstandardized coefficient of 0.191 and agreeable personality trait at unstandardized coefficient of 0.310 are predicted to have a significant difference in the accommodating conflict management style.

Equation 2 (The Standardized model):

$$\text{Accommodating conflict management style} = 0.250 (\text{Extraversion})^{**} + 0.377 (\text{Agreeableness})^{**} + e$$

This equation indicates that extraversion personality trait and agreeableness personality trait has a significant difference towards the accommodating conflict management style, while openness personality trait, conscientiousness personality trait, and neuroticism personality trait do not have a significant difference towards the accommodating conflict management style. Extraversion personality traits with standardized coefficients of 0.250 and agreeable personality traits at standardized

coefficients of 0.377 are predicted to have a significant difference in the accommodating conflict management style.

Table 32 Summary of multiple linear regression on Big-Five personality traits and conflict management style for Generation X

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.346 ^a	.120	.049	.42403	2.148

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.514	5	.303	1.684	.152 ^c
	Residual	11.148	62	.180		
	Total	12.661	67			

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Statistics based only on cases for Age = 1960 – 1979 (Generation X)

c. Dependent Variable: Conflict Management Style

Based on table 32, R = .346, R Square = .120, Adjusted R Square = .049, Durbin-Watson = 2.148, and F-value = 1.684, and p-value = .152. Therefore, the researcher has failed to reject the null hypothesis H₀₂ at a significance level of 0.05, and that the relationship between the Big-Five personality traits and conflict management style do not differ in strength for different generations, for this case Generation X, hence there is not a significant difference for Generation X.

Table 33 Summary of multiple linear regression on Big-Five personality traits and the competing conflict management style for Generation X

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson			
1	.468 ^a	.219	.157	.60795	2.182			
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	6.444	5	1.289	3.486**	.008 ^c		
	Residual	22.916	62	.370				
	Total	29.359	67					
Coefficients								
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.	Tolerance	VIF
1	(Constant)	2.153	.675		3.190**	.002		
	BFO	.331	.106	.418	3.108**	.003	.695	1.440
	BFC	-.101	.151	-.088	-.671	.505	.735	1.360
	BFE	-.015	.123	-.017	-.123	.903	.652	1.533
	BFA	-.170	.110	-.182	-1.552	.126	.916	1.091
	BFN	.135	.100	.156	1.342	.184	.937	1.067

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Statistics based only on cases for Age = 1960 – 1979 (Generation X)

c. Dependent Variable: Competing Conflict Management Style

** p – value < 0.01

Based on table 33, R = .468, R Square = .219, Adjusted R Square = .157, Durbin-Watson = 2.182, and F-value = 3.486.

The value of R Square is the statistical measure which shows the spread of the data as compared to the fitted regression line. The R square value for table 33 is .219, or 21.9%. Hence, 21.9% of respondents' style of the competing conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism for Generation X.

The hypothesis testing for $H_{02.1}$ that the relationship between the Big-Five personality traits and the competing conflict management style do differ in strength for different generations, for this case Generation X, was supported, such that one coefficient was significant, openness at $p < 0.01$. Therefore, the null hypothesis $H_{02.1}$ is rejected at a significance level of 0.01, and that there is a significant difference between the Big-Five personality traits and the competing conflict management style for Generation X.

Equation 1 (The Unstandardized model):

$$\text{Competing conflict management style} = 2.153 + 0.331 (\text{Openness})^* + e$$

This equation indicates that for Generation X, openness personality trait has a significant difference towards the competing conflict management style, while conscientiousness personality trait, extraversion personality trait, agreeableness personality trait, and neuroticism personality trait do not have a significant difference towards the competing conflict management style. An Open personality trait with an unstandardized coefficient of 0.331 is predicted to have a significant difference in the competing conflict management style for Generation X.

Equation 2 (The Standardized model):

$$\text{Competing conflict management style} = 0.418 (\text{Openness})^* + e$$

This equation indicates that for Generation X, openness personality trait has a significant difference towards the competing conflict management style, while conscientiousness personality trait, extraversion personality trait, agreeableness personality trait, and neuroticism personality trait do not have a significant difference towards the competing conflict management style. Openness personality trait with standardized coefficient of 0.418 is predicted to have a significant difference in the competing conflict management style for Generation X.

Table 34 Summary of multiple linear regression on Big-Five personality traits and the collaborating conflict management style for Generation X

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson			
1	.460 ^a	.212	.148	.59449	1.947			
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	5.892	5	1.178	3.334**	.010 ^c		
	Residual	21.912	62	.353				
	Total	27.804	67					
Coefficients								
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.	Tolerance	VIF
1	(Constant)	2.212	.660		3.352**	.001		
	BFO	-.031	.104	-.040	-.295	.769	.695	1.440
	BFC	.236	.147	.210	1.601	.115	.735	1.360
	BFE	.123	.120	.142	1.018	.313	.652	1.533
	BFA	.235	.107	.258	2.187*	.032	.916	1.091
	BFN	-.111	.098	-.132	-1.135	.261	.937	1.067

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Statistics based only on cases for Age = 1960 – 1979 (Generation X)

c. Dependent Variable: Collaborating Conflict Management Style

** p – value < 0.01; * p – value < 0.05

Based on table 34, R = .460, R Square = .212, Adjusted R Square = .148, Durbin-Watson = 1.947, and F-value = 3.334.

The value of R Square is the statistical measure which shows the spread of the data as compared to the fitted regression line. The R square value for table 34 is .212, or 21.2%. Hence, 21.2% of respondents' style of collaborating conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism for Generation X.

The hypothesis testing for $H_{02.2}$ that the relationship between the Big-Five personality traits and the collaborating conflict management style do differ in strength for different generations, for this case Generation X, was supported, such that one coefficient was significant, agreeableness at $p < 0.05$. Therefore, the null hypothesis $H_{02.2}$ is rejected at a significance level of 0.05, and that there is a significant difference between the Big-Five personality traits and the collaborating conflict management style for Generation X.

Equation 1 (The Unstandardized model):

$$\text{Collaborating conflict management style} = 2.212 + 0.235 (\text{Agreeableness})^* + e$$

This equation indicates that for Generation X, agreeableness personality trait has a significant difference towards the collaborating conflict management style, while openness personality trait, conscientiousness personality trait, extraversion personality trait, and neuroticism personality trait do not have a significant difference towards the collaborating conflict management style. Agreeableness personality trait at an unstandardized coefficient of 0.235 is predicted to have a significant difference in the collaborating conflict management style for Generation X.

Equation 2 (The Standardized model):

$$\text{Collaborating conflict management style} = 0.258 (\text{Agreeableness})^* + e$$

This equation indicates that for Generation X, agreeableness personality trait has a significant difference towards the collaborating conflict management style, while openness personality trait, conscientiousness personality trait, extraversion personality trait, and neuroticism personality trait do not have a significant difference towards the collaborating conflict management style. Agreeableness personality trait at standardized coefficient of 0.258 is predicted to have a significant difference in the collaborating conflict management style for Generation X.

Table 35 Summary of multiple linear regression on Big-Five personality traits and the compromising conflict management style for Generation X

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.306 ^a	.094	.021	.74223	1.955

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.535	5	.707	1.283	.283 ^c
	Residual	34.156	62	.551		
	Total	37.691	67			

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Statistics based only on cases for Age = 1960 – 1979 (Generation X)

c. Dependent Variable: Compromising Conflict Management Style

Based on table 35, R = .306, R Square = .094, Adjusted R Square = .021, Durbin-Watson = 1.955, F-value = 1.273, and p-value = .283. Therefore, the researcher has failed to reject the null hypothesis $H_{02.3}$ at a significance level of 0.05, and that the relationship between the Big-Five personality traits and compromising conflict management style do not differ in strength for different generations, for this case Generation X, hence there not a significant difference for Generation X.

Table 36 Summary of multiple linear regression on Big-Five personality traits and the avoiding conflict management style for Generation X

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.470 ^a	.221	.158	.67170	1.749

Table 36 (continued)

ANOVA							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	7.914	5	1.583	3.508**	.007 ^c	
	Residual	27.974	62	.451			
	Total	35.887	67				
Coefficients							
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance VIF
1	(Constant)	3.013	.745		4.043**	.000	
	BFO	-.063	.118	-.072	-.532	.597	.695 1.440
	BFC	-.420	.166	-.330	-2.523	.014	.735 1.360
	BFE	.040	.136	.040	.291	.772	.652 1.533
	BFA	.424	.121	.410	3.500**	.001	.916 1.091
	BFN	.048	.111	.050	.430	.668	.937 1.067

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Statistics based only on cases for Age = 1960 – 1979 (Generation X)

c. Dependent Variable: Avoiding Conflict Management Style

** p – value < 0.01

Based on table 36, R = .470, R Square = .221, Adjusted R Square = .158, Durbin-Watson = 1.749, and F-value = 3.508.

The value of R Square is the statistical measure which shows the spread of the data as compared to the fitted regression line. The R square value for table 36 is .221, or 22.1%. Hence, 22.1% of respondents' style of avoiding conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism for Generation X.

The hypothesis testing for $H_{02.4}$ that the relationship between the Big-Five personality traits and the avoiding conflict management style do differ in strength for different generations, for this case Generation X, was supported, such that one coefficient was significant, agreeableness at $p < 0.01$. Therefore, the null hypothesis $H_{02.4}$ is rejected at a significance level of 0.01, and that there is a significant difference between the Big-Five personality traits and the avoiding conflict management style for Generation X.

Equation 1 (The Unstandardized model):

$$\text{Avoiding conflict management style} = 3.013 + 0.424 (\text{Agreeableness})^{**} + e$$

This equation indicates that for Generation X, agreeableness personality trait has a significant difference towards the avoiding conflict management style, while openness personality trait, conscientiousness personality trait, extraversion personality trait, and neuroticism personality trait do not have a significant difference towards the avoiding conflict management style. Agreeableness personality trait at an unstandardized coefficient of 0.424 is predicted to have a significant difference in the avoiding conflict management style for Generation X.

Equation 2 (The Standardized model):

$$\text{Avoiding conflict management style} = 0.410 (\text{Agreeableness})^{**} + e$$

This equation indicates that for Generation X, agreeableness personality trait has a significant difference towards the avoiding conflict management style, while openness personality trait, conscientiousness personality trait, extraversion personality trait, and neuroticism personality trait do not have a significant difference towards the avoiding conflict management style. Agreeableness personality trait at standardized coefficient of 0.410 is predicted to have a significant difference in the avoiding conflict management style for Generation X.

Table 37 Summary of multiple linear regression on Big-Five personality traits and the accommodating conflict management style for Generation X

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.382 ^a	.146	.077	.54812	2.040

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.177	5	.635	2.115	.075 ^c
	Residual	18.627	62	.300		
	Total	21.804	67			

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Statistics based only on cases for Age = 1960 – 1979 (Generation X)

c. Dependent Variable: Accommodating Conflict Management Style

Based on table 37, $R = .382$, $R \text{ Square} = .146$, $\text{Adjusted } R \text{ Square} = .077$, $\text{Durbin-Watson} = 2.040$, $F\text{-value} = 2.115$, and $p\text{-value} = .075$. Therefore, the researcher has failed to reject the null hypothesis $H_{0.5}$ at a significance level of 0.05, and that the relationship between the Big-Five personality traits and accommodating conflict management style do not differ in strength for different generations, for this case Generation X, hence there is not a significant difference for Generation X.

Table 38 Summary of multiple linear regression on Big-Five personality traits and conflict management style for Generation Y

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.685 ^a	.469	.418	.32744	1.776

Table 38 (continued)

ANOVA							
Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	4.931	5	.986	9.199**	.000 ^c	
	Residual	5.575	52	.107			
	Total	10.507	57				

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.790	.447		1.766	.083		
	BFO	.260	.070	.385	3.736**	.000	.963	1.039
	BFC	.205	.081	.284	2.510*	.015	.799	1.251
	BFE	.018	.064	.030	.280	.781	.862	1.160
	BFA	.235	.069	.362	3.433**	.001	.918	1.089
	BFN	.063	.054	.121	1.167	.249	.956	1.046

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Statistics based only on cases for Age = 1980 – 1994 (Generation Y)

c. Dependent Variable: Conflict Management Style

** p – value < 0.01; * p – value < 0.05

Based on table 38, R = .685, R Square = .469, Adjusted R Square = .418, Durbin-Watson = 1.776, and F-value = 9.199.

The value of R Square is the statistical measure which shows the spread of the data as compared to the fitted regression line. The R square value for table 38 is .469, or 46.9%. Hence, 46.9% of respondents' style of conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism for Generation Y.

The hypothesis testing for H_{03} that the relationship between the Big-Five personality traits and conflict management style do differ in strength for different generations, for this case Generation Y, was supported, such that three coefficients were significant, openness and agreeableness at $p < 0.01$, and conscientiousness at $p < 0.05$. Therefore, the null hypothesis H_{03} is rejected at a significance level of 0.05, and that there is a significant difference between the Big-Five personality traits and conflict management style for Generation Y.

Equation 1 (The Unstandardized model):

$$\text{Conflict management style} = 0.790 + 0.260 (\text{Openness})^{**} + 0.205 (\text{Conscientiousness})^* + 0.235 (\text{Agreeableness})^{**} + e$$

This equation indicates that for Generation Y, openness personality trait, conscientiousness personality trait, and agreeableness personality trait has a significant difference towards conflict management style, while extraversion personality trait and neuroticism personality trait do not have a significant difference towards conflict management style. Openness personality trait with unstandardized coefficient of 0.260, conscientiousness personality trait with unstandardized coefficient of 0.205, and agreeableness personality trait at unstandardized coefficient of 0.235 are predicted to have a significant difference in conflict management style for Generation Y.

Equation 2 (The Standardized model):

$$\text{Conflict management style} = 0.385 (\text{Openness})^{**} + 0.284 (\text{Conscientiousness})^* + 0.362 (\text{Agreeableness})^{**} + e$$

This equation indicates that for Generation Y, openness personality trait, conscientiousness personality trait, and agreeableness personality trait has a significant difference towards conflict management style, while extraversion personality trait and neuroticism personality trait do not have a significant difference towards conflict management style. Openness personality trait with standardized coefficient of 0.385, conscientiousness personality trait with standardized coefficient of 0.284, and agreeableness personality trait at standardized coefficient of 0.362 are predicted to have a significant difference in conflict management style for Generation Y.

Table 39 Summary of multiple linear regression on Big-Five personality traits and competing conflict management style for Generation Y

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson			
1	.525 ^a	.276	.206	.61195	1.611			
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	7.408	5	1.482	3.957**	.004 ^c		
	Residual	19.473	52	.374				
	Total	26.881	57					
Coefficients								
Model		Unstandardized Coefficients	Std. Error	Standardized Coefficients	t	Sig.	Tolerance	VIF
1	(Constant)	1.069	.836		1.280	.206		
	BFO	.224	.130	.207	1.724	.091	.963	1.039
	BFC	.491	.152	.426	3.228**	.002	.799	1.251
	BFE	-.322	.119	-.344	-2.708**	.009	.862	1.160
	BFA	-.125	.128	-.120	-.975	.334	.918	1.089
	BFN	.243	.102	.289	2.395*	.020	.956	1.046

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Statistics based only on cases for Age = 1980 – 1994 (Generation Y)

c. Dependent Variable: Competing Conflict Management Style

** p – value < 0.01; * p – value < 0.05

Based on table 39, R = .525, R Square = .276, Adjusted R Square = .206, Durbin-Watson = 1.611, and F-value = 3.957.

The value of R Square is the statistical measure which shows the spread of the data as compared to the fitted regression line. The R square value for table 39 is .276, or 27.6%. Hence, 27.6% of respondents' style of the competing conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism for Generation Y.

The hypothesis testing for $H_{03.1}$ that the relationship between the Big-Five personality traits and the competing conflict management style do differ in strength for different generations, for this case Generation Y, was supported, such that three coefficients were significant, conscientiousness and extraversion at $p < 0.01$, and neuroticism at $p < 0.05$. Therefore, the null hypothesis $H_{03.1}$ is rejected at a significance level of 0.05, and that there is a significant difference between the Big-Five personality traits and the competing conflict management style for Generation Y.

Equation 1 (The Unstandardized model):

$$\text{Competing conflict management style} = 0.790 + 0.491 (\text{Conscientiousness})^{**} - 0.322 (\text{Extraversion})^{**} + 0.243 (\text{Neuroticism})^{*} + e$$

This equation indicates that for Generation Y, conscientiousness personality trait, extraversion personality trait, and neuroticism personality trait has a significant difference towards the competing conflict management style, while openness personality trait and agreeableness personality trait do not have a significant difference towards the competing conflict management style. Conscientiousness personality trait with unstandardized coefficient of 0.491, extraversion personality trait with unstandardized coefficient of -0.322, and neuroticism personality trait at unstandardized coefficient of 0.243 are predicted to have a significant difference in the competing conflict management style for Generation Y.

Equation 2 (The Standardized model):

$$\text{Competing conflict management style} = 0.426 (\text{Conscientiousness})^{**} - 0.344 (\text{Extraversion})^{**} + 0.289 (\text{Neuroticism})^{*} + e$$

This equation indicates that for Generation Y, conscientiousness personality trait, extraversion personality trait, and neuroticism personality trait has a significant difference towards the competing conflict management style, while openness personality trait and agreeableness personality trait do not have a significant difference towards the competing conflict management style. Conscientiousness

personality trait with standardized coefficient of 0.426, extraversion personality trait with standardized coefficient of -0.344, and neuroticism personality trait at standardized coefficient of 0.289 are predicted to have a significant difference in the competing conflict management style for Generation Y.

Table 40 Summary of multiple linear regression on Big-Five personality traits and collaborating conflict management style for Generation Y

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson			
1	.550 ^a	.303	.235	.60379	1.801			
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	8.223	5	1.645	4.511**	.002 ^c		
	Residual	18.957	52	.365				
	Total	27.180	57					
Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.547	.825		.663	.510		
	BFO	.324	.128	.298	2.528*	.015	.963	1.039
	BFC	.252	.150	.218	1.680	.099	.799	1.251
	BFE	.238	.117	.252	2.022*	.048	.862	1.160
	BFA	.144	.126	.138	1.139	.260	.918	1.089
	BFN	.013	.100	.016	.134	.894	.956	1.046

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Statistics based only on cases for Age = 1980 – 1994 (Generation Y)

c. Dependent Variable: Collaborating Conflict Management Style

** p – value < 0.01; * p – value < 0.05

Based on table 40, R = .550, R Square = .303, Adjusted R Square = .235, Durbin-Watson = 1.801, and F-value = 4.511.

The value of R Square is the statistical measure which shows the spread of the data as compared to the fitted regression line. The R square value for table 40 is .303, or 30.3%. Hence, 30.3% of respondents' style of the collaborating conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism for Generation Y.

The hypothesis testing for $H_{03.2}$ that the relationship between the Big-Five personality traits and the collaborating conflict management style do differ in strength for different generations, for this case Generation Y, was supported, such that two coefficients were significant, openness and extraversion at $p < 0.05$. Therefore, the null hypothesis $H_{03.2}$ is rejected at a significance level of 0.05, and that there is a significant difference between the Big-Five personality traits and the collaborating conflict management style for Generation Y.

Equation 1 (The Unstandardized model):

Collaborating conflict management style = 0.547 + 0.324 (Openness)* + 0.238 (Extraversion)* + e

This equation indicates that for Generation Y, openness personality trait, and extraversion personality trait has a significant difference towards the collaborating conflict management style, while conscientiousness personality trait, agreeableness personality trait, and neuroticism personality trait do not have a significant difference towards the collaborating conflict management style. Openness personality trait with unstandardized coefficient of 0.324 and extraversion personality trait at unstandardized coefficient of 0.238 are predicted to have a significant difference in the collaborating conflict management style for Generation Y.

Equation 2 (The Standardized model):

Collaborating conflict management style = 0.298 (Openness)* + 0.252 (Extraversion)* + e

This equation indicates that for Generation Y, openness personality trait and extraversion personality trait has a significant difference towards the collaborating

conflict management style, while conscientiousness personality trait, agreeableness personality trait, and neuroticism personality trait do not have a significant difference towards the collaborating conflict management style. Openness personality trait with standardized coefficient of 0.298, and extraversion personality trait at standardized coefficient of 0.252 are predicted to have a significant difference in the collaborating conflict management style for Generation Y.

Table 41 Summary of multiple linear regression on Big-Five personality traits and compromising conflict management style for Generation Y

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson			
1	.605 ^a	.366	.305	.50306	1.563			
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	7.607	5	1.521	6.012**	.000 ^c		
	Residual	13.159	52	.253				
	Total	20.766	57					
Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.314	.687		.458	.649		
	BFO	.412	.107	.434	3.856**	.000	.963	1.039
	BFC	.229	.125	.226	1.828	.073	.799	1.251
	BFE	.050	.098	.061	.510	.612	.862	1.160
	BFA	.199	.105	.217	1.887	.065	.918	1.089
	BFN	.096	.084	.130	1.149	.256	.956	1.046

- Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN
 b. Statistics based only on cases for Age = 1980 – 1994 (Generation Y)
 c. Dependent Variable: Compromising Conflict Management Style
 ** p – value < 0.01

Based on table 41, R = .605, R Square = .366, Adjusted R Square = .305, Durbin-Watson = 1.563, and F-value = 6.012.

The value of R Square is the statistical measure which shows the spread of the data as compared to the fitted regression line. The R square value for table 41 is .366, or 36.6%. Hence, 36.6% of respondents' style of the compromising conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism for Generation Y.

The hypothesis testing for $H_{03.3}$ that the relationship between the Big-Five personality traits and the compromising conflict management style do differ in strength for different generations, for this case Generation Y, was supported, such that one coefficient was significant, openness at $p < 0.01$. Therefore, the null hypothesis $H_{03.3}$ is rejected at a significance level of 0.01, and that there is a significant difference between the Big-Five personality traits and the compromising conflict management style for Generation Y.

Equation 1 (The Unstandardized model):

$$\text{Compromising conflict management style} = 0.314 + 0.412 (\text{Openness})^{**} + e$$

This equation indicates that for Generation Y, openness personality trait has a significant difference towards the compromising conflict management style, while conscientiousness personality trait, extraversion personality trait, agreeableness personality trait, and neuroticism personality trait do not have a significant difference towards compromising conflict management style. An Open personality trait with an unstandardized coefficient of 0.412 is predicted to have a significant difference in the compromising conflict management style for Generation Y.

Equation 2 (The Standardized model):

$$\text{Compromising conflict management style} = 0.434 (\text{Openness})^{**} + e$$

This equation indicates that for Generation Y, openness personality trait has a significant difference towards the compromising conflict management style, while conscientiousness personality trait, extraversion personality trait, agreeableness

personality trait, and neuroticism personality trait do not have a significant difference towards the compromising conflict management style. Openness personality trait with standardized coefficient of 0.434 is predicted to have a significant difference in the compromising conflict management style for Generation Y.

Table 42 Summary of multiple linear regression on Big-Five personality traits and avoiding conflict management style for Generation Y

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson			
1	.571 ^a	.326	.261	.61088	1.812			
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	9.386	5	1.877	5.030**	.001 ^c		
	Residual	19.405	52	.373				
	Total	28.791	57					
Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	1.340	.834		1.606	.114		
	BFO	.079	.130	.071	.611	.544	.963	1.039
	BFC	.122	.152	.102	.801	.427	.799	1.251
	BFE	-.110	.119	-.114	-.930	.357	.862	1.160
	BFA	.549	.128	.511	4.300**	.000	.918	1.089
	BFN	-.076	.101	-.088	-.752	.455	.956	1.046

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Statistics based only on cases for Age = 1980 – 1994 (Generation Y)

c. Dependent Variable: Avoiding Conflict Management Style

** p – value < 0.01

Based on table 42, R = .571, R Square = .326, Adjusted R Square = .261, Durbin-Watson = 1.812, and F-value = 5.030.

The value of R Square is the statistical measure which shows the spread of the data as compared to the fitted regression line. The R square value for table 42 is .326, or 32.6%. Hence, 32.6% of respondents' style of avoiding conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism for Generation Y.

The hypothesis testing for $H_{03.4}$ that the relationship between the Big-Five personality traits and the avoiding conflict management style do differ in strength for different generations, for this case Generation Y, was supported, such that one coefficient was significant, agreeableness at $p < 0.01$. Therefore, the null hypothesis $H_{03.4}$ is rejected at a significance level of 0.01, and that there is a significant difference between the Big-Five personality traits and the avoiding conflict management style for Generation Y.

Equation 1 (The Unstandardized model):

Avoiding conflict management style = 1.340 + 0.549 (Agreeableness)** + e

This equation indicates that for Generation Y, agreeableness personality trait has a significant difference towards the avoiding conflict management style, while openness personality trait, conscientiousness personality trait, extraversion personality trait, and neuroticism personality trait do not have a significant difference towards the avoiding conflict management style. Agreeable personality traits at an unstandardized coefficient of 0.549 are predicted to have a significant difference in the avoiding conflict management style for Generation Y.

Equation 2 (The Standardized model):

Avoiding conflict management style = 0.511 (Agreeableness)** + e

This equation indicates that for Generation Y, agreeableness personality trait has a significant difference towards the avoiding conflict management style, while openness personality trait, conscientiousness personality trait, extraversion personality trait, and neuroticism personality trait do not have a significant difference towards the avoiding conflict management style. Agreeableness personality traits at standardized

coefficients of 0.511 are predicted to have a significant difference in the avoiding conflict management style for Generation Y.

Table 43 Summary of multiple linear regression on Big-Five personality traits and accommodating conflict management style for Generation Y

Model Summary								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson			
1	.673 ^a	.452	.400	.41999	1.937			
ANOVA								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	7.581	5	1.516	8.595**	.000 ^c		
	Residual	9.172	52	.176				
	Total	16.753	57					
Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	.678	.574		1.181	.243		
	BFO	.259	.089	.304	2.910**	.005	.963	1.039
	BFC	-.072	.105	-.079	-.689	.494	.799	1.251
	BFE	.234	.082	.317	2.870**	.006	.862	1.160
	BFA	.409	.088	.498	4.653**	.000	.918	1.089
	BFN	.041	.070	.061	.583	.562	.956	1.046

Note: a. Predictors: (Constant), BFO, BFC, BFE, BFA, BFN

b. Statistics based only on cases for Age = 1980 – 1994 (Generation Y)

c. Dependent Variable: Accommodating Conflict Management Style

** p – value < 0.01

Based on table 43, $R = .673$, $R \text{ Square} = .452$, $\text{Adjusted } R \text{ Square} = .400$, $\text{Durbin-Watson} = 1.937$, and $F\text{-value} = 8.595$.

The value of R Square is the statistical measure which shows the spread of the data as compared to the fitted regression line. The R square value for table 43 is .452, or 45.2%. Hence, 45.2% of respondents' style of the accommodating conflict management is predicted by the Big-Five personality traits, which are openness, conscientiousness, extraversion, agreeableness, and neuroticism for Generation Y.

The hypothesis testing for $H_{03.5}$ that the relationship between the Big-Five personality traits and the accommodating conflict management style do differ in strength for different generations, for this case Generation Y, was supported, such that three coefficients were significant, openness, extraversion, and agreeableness at $p < 0.01$. Therefore, the null hypothesis $H_{03.5}$ is rejected at a significance level of 0.01, and that there is a significant difference between the Big-Five personality traits and the accommodating conflict management style for Generation Y.

Equation 1 (The Unstandardized model):

$$\text{Accommodating conflict management style} = 0.678 + 0.259 (\text{Openness})^{**} + 0.234 (\text{Extraversion})^{**} + 0.409 (\text{Agreeableness})^{**} + e$$

This equation indicates that for Generation Y, openness personality trait, extraversion personality trait, and agreeableness personality trait has a significant difference towards the accommodating conflict management style, while conscientiousness personality trait and neuroticism personality trait do not have a significant difference towards the accommodating conflict management style. Openness personality trait with unstandardized coefficient of 0.259, extraversion personality trait with unstandardized coefficient of 0.234, and agreeableness personality trait at unstandardized coefficient of 0.409 are predicted to have a significant difference in the accommodating conflict management style for Generation Y.

Equation 2 (The Standardized model):

$$\text{Accommodating conflict management style} = 0.304 (\text{Openness})^{**} + 0.317 (\text{Extraversion})^{**} + 0.498 (\text{Agreeableness})^{**} + e$$

This equation indicates that for Generation Y, openness personality trait, extraversion personality trait, and agreeableness personality trait has a significant

difference towards the accommodating conflict management style, while conscientiousness personality trait and neuroticism personality trait do not have a significant difference towards the accommodating conflict management style. Openness personality trait with standardized coefficient of 0.304, extraversion personality trait with standardized coefficient of 0.317, and agreeable personality trait at standardized coefficient of 0.498 are predicted to have a significant difference in the accommodating conflict management style for Generation Y.

Table 44 Summary of hypothesis testing results

Hypothesis		Results of Hypothesis
H ₁	There is a significant difference between the Big-Five personality traits and conflict management style.	Reject H ₀₁
H _{1.1}	There is a significant difference between the Big-Five personality traits and the competing conflict management style.	Reject H _{01.1}
H _{1.2}	There is a significant difference between the Big-Five personality traits and the collaborating conflict management style.	Reject H _{01.2}
H _{1.3}	There is a significant difference between the Big-Five personality traits and the compromising conflict management style.	Reject H _{01.3}
H _{1.4}	There is a significant difference between the Big-Five personality traits and the avoiding conflict management style.	Reject H _{01.4}
H _{1.5}	There is a significant difference between the Big-Five personality traits and the accommodating conflict management style.	Reject H _{01.5}
H ₂	The relationship between the Big-Five personality traits and conflict management style do not differ in strength for Generation X.	Accept H ₀₂

Table 44 (continued)

Hypothesis		Results of Hypothesis
H _{2.1}	The relationship between the Big-Five personality traits and the competing conflict management style do not differ in strength for different Generation X.	Reject H _{02.1}
H _{2.2}	The relationship between the Big-Five personality traits and the collaborating conflict management style do differ in strength for Generation X.	Reject H _{02.2}
H _{2.3}	The relationship between the Big-Five personality traits and the compromising conflict management style do not differ in strength for Generation X.	Accept H _{02.3}
H _{2.4}	The relationship between the Big-Five personality traits and the avoiding conflict management style do differ in strength for Generation X.	Reject H _{02.4}
H _{2.5}	The relationship between the Big-Five personality traits and the accommodating conflict management style do not differ in strength for different Generation X.	Accept H _{02.5}
H ₃	The relationship between the Big-Five personality traits and conflict management style do differ in strength for different Generation Y.	Reject H ₀₃
H _{3.1}	The relationship between the Big-Five personality traits and the competing conflict management style do differ in strength for Generation Y.	Reject H _{03.1}
H _{3.2}	The relationship between the Big-Five personality traits and the collaborating conflict management style do differ in strength for Generation Y.	Reject H _{03.2}

Table 44 (continued)

Hypothesis		Results of Hypothesis
H _{3.3}	The relationship between the Big-Five personality traits and the compromising conflict management style do differ in strength for different Generation Y.	Reject H _{03.3}
H _{3.4}	The relationship between the Big-Five personality traits and the avoiding conflict management style do differ in strength for Generation Y.	Reject H _{03.4}
H _{3.5}	The relationship between the Big-Five personality traits and the accommodating conflict management style do differ in strength for different Generation Y.	Reject H _{03.5}

CHAPTER 5

CONCLUSIONS AND DISCUSSIONS

The purpose of this research study was to better understand the differing personality traits, with the use of the Big-Five personality traits, of the employees at ABC Company, located in Laem Chabang, Chonburi, and their approach towards conflict management style, and to further explore that whether generation differences differ in strength of relationship between the differing personality traits of the employees and their approach towards conflict management style, in hopes to provide a guideline for conflict management style for ABC Company located in Laem Chabang, Chonburi. In this chapter, the researcher will discuss the findings from the data analysis, discuss the limitations of the study, and to provide further recommendations for future research.

1. Conclusion
2. Discussion
3. Limitations of the study
4. Recommendations from the results of this research
5. Recommendations for future research

Conclusion

Variables of the study

The research study covers three variables which are 1) Big-Five personality traits; 2) age/generation (Generation X and Generation Y); and 3) conflict management style.

Demographic data

A total of 136 responses were received for this research study. However only 126 sets of questionnaires received were found fit for analysis. Those that were not included were due to lack of proper information, or not enough data to form a proper sample group when it comes to generational groupings. Therefore, this study was based on a total of 126 respondents.

Amongst the 126 respondents, 96 respondents (76.2%) were male, while 30 respondents (23.8%) were female. There were no respondents (0%) born between 1940-1959, or known as the Baby Boomers generation, while the majority of the respondents were from Generation X, 68 respondents (54%) born between 1960-1979, and 58 respondents (46%) were born between 1980-1994, or known as Generation Y (Millennial), while no respondents (0%) born between 1995-2010, or known as Generation Z. In terms of ethnicity, the majority of the respondents were Asian/Pacific Islander at 117 respondents (92.9%) followed by White/Caucasian at 8 respondents (6.3%), and 1 respondent (0.8%) was of Hispanic or Latino ethnicity. The education level of the respondents were from high school graduate or lower to doctorate degree, such that 14 respondents (11.1%) had a high school diploma or lower, 38 respondents (30.2%) had a vocational/associate's degree, 36 respondents (28.6%) had a bachelor's degree, 37 respondents (29.4%) had a master's degree, and one respondent (0.8%) had a doctoral degree. When it comes to the marital status of respondents, the majority of respondents were married at 75 respondents (59.5%), followed by single at 45 respondents (35.7%), divorced at four respondents (3.2%), and separated at two respondents (1.6%), while there were no participants (0.0%) that were widowed. In terms of years of employment of the respondents at ABC Company, 47 respondents (37.3%) had 6 years or less years of employment, 27 respondents (21.4%) had 7-12 years of employment, 19 respondents (15.1%) had 13-18 years of employment, 28 respondents (22.2%) had 19-24 years of employment, and five respondents (4.0%) had been working at ABC Company for 25 years or more. Furthermore, the monthly income of respondents at ABC Company, were that 23 respondents (18.3%) had an income of 20,000 THB per month or less, 29 respondents (23.0%) had a monthly income of 20,001-40,000 THB per month, 21 respondents (16.7%) had a monthly income of 40,001-60,000 THB per month, 16 respondents (12.7%) had a monthly income of 60,001-80,000 THB per month, and 37 respondents (29.4%) had a monthly income of more than 80,000 THB per month while employed at ABC Company.

Level of conflict management style

Based on the data received from 126 respondents, the researcher found an average mean of 3.44 when it comes to conflict management style, indicating an average level of conflict management style amongst employees of ABC Company.

The hypotheses

H1: There is a significant difference between the Big-Five personality traits and conflict management style.

H1.1: There is a significant difference between the Big-Five personality traits and the competing conflict management style.

H1.2: There is a significant difference between the Big-Five personality traits and the collaborating conflict management style.

H1.3: There is a significant difference between the Big-Five personality traits and the compromising conflict management style.

H1.4: There is a significant difference between the Big-Five personality traits and the avoiding conflict management style.

H1.5: There is a significant difference between the Big-Five personality traits and the accommodating conflict management style.

H2: The relationship between the Big-Five personality traits and conflict management style do not differ in strength for Generation X.

H2.1: The relationship between the Big-Five personality traits and the competing conflict management style do differ in strength for Generation X.

H2.2: The relationship between the Big-Five personality traits and the collaborating conflict management style do differ in strength for different Generation X.

H2.3: The relationship between the Big-Five personality traits and the compromising conflict management style do not differ in strength for Generation X.

H2.4: The relationship between the Big-Five personality traits and the avoiding conflict management styles do differ in strength for Generation X.

H2.5: The relationship between the Big-Five personality traits and the accommodating conflict management style do not differ in strength for Generation X.

H3: The relationship between the Big-Five personality traits and conflict management style do differ in strength for Generation Y.

H3.1: The relationship between the Big-Five personality traits and the competing conflict management styles do differ in strength for Generation Y.

H3.2: The relationship between the Big-Five personality traits and the collaborating conflict management style do differ in strength for Generation Y.

H3.3: The relationship between the Big-Five personality traits and the compromising conflict management style do differ in strength for Generation Y.

H3.4: The relationship between the Big-Five personality traits and the avoiding conflict management styles do differ in strength for Generation Y.

H3.5: The relationship between the Big-Five personality traits and the accommodating conflict management styles¹ do differ in strength for Generation Y.

H1: There is a significant difference between the Big-Five personality traits and conflict management style.

The result from the multiple linear regression analysis as shown in chapter four supports hypothesis 1. Table 26 indicates the p-value that the Big-Five personality traits and conflict management style do have a significant difference, in this case the agreeableness personality trait with p-value at 0.000 and openness personality trait with p-value at 0.018, where B value is 0.212 for agreeableness personality trait, and followed by B value of 0.122 for openness personality trait. Hence, there is a significant difference between the Big-Five personality traits (agreeableness and openness) and conflict management style.

H1.1: There is a significant difference between the Big-Five personality traits and the competing conflict management style.

The result from the multiple linear regression analysis as shown in chapter four supports hypothesis 1.1. Table 27 indicates the p-value that the Big-Five personality traits and the competing conflict management style do have a significant difference, in this case the openness personality trait with p-value at 0.000 and neuroticism personality trait with p-value at 0.006, where B value is 0.305 for openness personality trait, and followed by B value of 0.201 for neuroticism personality trait. Hence, there is a significant difference between the Big-Five personality traits (openness and neuroticism) and the competing conflict management style.

H1.2: There is a significant difference between the Big-Five personality traits and the collaborating conflict management style.

The result from the multiple linear regression analysis as shown in chapter four supports hypothesis 1.2. Table 28 indicates the p-value that the Big-Five personality traits and the collaborating conflict management style do have a significant difference, in this case the conscientiousness personality trait with p-value at 0.021 and agreeableness personality trait with p-value at 0.014, where B value is 0.245 for conscientiousness personality trait, and followed by B value of 0.202 for agreeableness personality trait. Hence, there is a significant difference between the Big-Five personality traits (conscientiousness and agreeableness) and the collaborating conflict management style.

H1.3: There is a significant difference between the Big-Five personality traits and the compromising conflict management style.

The result from the multiple linear regression analysis as shown in chapter four supports hypothesis 1.3. Table 29 indicates the p-value that the Big-Five personality traits and the compromising conflict management style do have a significant difference, in this case the openness personality trait with p-value at 0.004 and agreeableness personality trait with p-value at 0.032, where B value is 0.242 for openness personality trait, and followed by B value of 0.188 for agreeableness

personality trait. Hence, there is a significant difference between the Big-Five personality traits (openness and agreeableness) and the compromising conflict management style.

H1.4: There is a significant difference between the Big-Five personality traits and the avoiding conflict management style.

The result from the multiple linear regression analysis as shown in chapter four supports hypothesis 1.4. Table 30 indicates the p-value that the Big-Five personality traits and the avoiding conflict management style do have a significant difference, in this case the agreeableness personality trait with p-value at 0.000, where B value is 0.504 for agreeableness personality trait. Hence, there is a significant difference between the Big-Five personality traits (agreeableness) and the avoiding conflict management style.

H1.5: There is a significant difference between the Big-Five personality traits and the accommodating conflict management style.

The result from the multiple linear regression analysis as shown in chapter four supports hypothesis 1.5. Table 31 indicates the p-value that the Big-Five personality traits and the accommodating conflict management style do have a significant difference, in this case the agreeableness personality trait with p-value at 0.000 and extraversion personality trait with p-value at 0.008, where B value is 0.310 for agreeableness personality trait, and followed by B value of 0.191 for extraversion personality trait. Hence, there is a significant difference between the Big-Five personality traits (agreeableness and extraversion) and the accommodating conflict management style.

H2: The relationship between the Big-Five personality traits and conflict management style do not differ in strength for Generation X.

The result from the multi-group analysis as shown in chapter four does not support hypothesis 2. Table 32 indicates the p-value > 0.05 , hence it is not at a significance level, and therefore the relationship between the Big-Five personality traits and the conflict management style do not differ in strength for Generation X.

H2.1: The relationship between the Big-Five personality traits and the competing conflict management style do differ in strength for Generation X.

The result from the multi-group analysis as shown in chapter four supports hypothesis 2.1. Table 33 indicates the p-value that the relationship between the Big-Five personality traits and the competing conflict management style do differ in strength for Generation X, in this case the openness personality trait with p-value at 0.003, where B value is 0.331 for openness personality trait. Hence, the relationship between the Big-Five personality traits (openness) and the competing conflict management style do differ in strength for Generation X.

H2.2: The relationship between the Big-Five personality traits and the collaborating conflict management style do differ in strength for Generation X.

The result from the multi-group analysis as shown in chapter four supports hypothesis 2.2. Table 34 indicates the p-value that the relationship between the Big-Five personality traits and the collaborating conflict management style do differ in strength for Generation X, in this case the agreeableness personality trait with p-value at 0.032, where B value is 0.235 for agreeableness personality trait. Hence, the relationship between the Big-Five personality traits (agreeableness) and the collaborating conflict management style do differ in strength for Generation X.

H2.3: The relationship between the Big-Five personality traits and the compromising conflict management style do not differ in strength for Generation X.

The result from the multi-group analysis as shown in chapter four does not support hypothesis 2.3. Table 35 indicates the p-value > 0.05 , hence it is not at a significance level, and therefore the relationship between the Big-Five personality traits and the compromising management style do not differ in strength for Generation X.

H2.4: The relationship between the Big-Five personality traits and the avoiding conflict management style do differ in strength for Generation X.

The result from the multi-group analysis as shown in chapter four supports hypothesis 2.4. Table 36 indicates the p-value that the relationship between the Big-

Five personality traits and the avoiding conflict management style do differ in strength for Generation X, in this case the agreeableness personality trait with p-value at 0.001, where B value is 0.424 for agreeableness personality trait. Hence, the relationship between the Big-Five personality traits (agreeableness) and the avoiding conflict management style do differ in strength for Generation X.

H2.5: The relationship between the Big-Five personality traits and the accommodating conflict management style do not differ in strength for Generation X.

The result from the multi-group analysis as shown in chapter four does not support hypothesis 2.5. Table 37 indicates the p-value > 0.05 , hence it is not at a significant level, and therefore the relationship between the Big-Five personality traits and the accommodating management style do not differ in strength for Generation X.

H3: The relationship between the Big-Five personality traits and conflict management style do differ in strength for Generation Y.

The result from the multi-group analysis as shown in chapter four supports hypothesis 3. Table 38 indicates the p-value that the relationship between the Big-Five personality traits and conflict management style do differ in strength for Generation Y, in this case the openness personality trait with p-value at 0.000, agreeableness personality trait with p-value at 0.001, and conscientiousness personality trait with p-value at 0.015, where B value is 0.260 for openness personality trait, followed by B value of 0.235 for agreeableness personality trait, and B value of 0.205 for conscientiousness personality trait. Hence, the relationship between the Big-Five personality traits (openness, agreeableness and conscientiousness) and conflict management style do differ in strength for Generation Y.

H3.1: The relationship between the Big-Five personality traits and the competing conflict management style do differ in strength for Generation Y.

The result from the multi-group analysis as shown in chapter four supports hypothesis 3.1. Table 39 indicates the p-value that the relationship between the Big-Five personality traits and the competing conflict management style do differ in

strength for Generation Y, in this case the conscientiousness personality trait with p-value at 0.002, extraversion personality trait with p-value at 0.009, and neuroticism personality trait with p-value at 0.020, where B value is 0.491 for conscientiousness personality trait, followed by B value of -0.322 for extraversion personality trait, and B value of 0.243 for neuroticism personality trait. Hence, the relationship between the Big-Five personality traits (conscientiousness, extraversion and neuroticism) and the competing conflict management style do differ in strength for Generation Y.

H3.2: The relationship between the Big-Five personality traits and the collaborating conflict management style do differ in strength for different Generation Y.

The result from the multi-group analysis as shown in chapter four supports hypothesis 3.2. Table 40 indicates the p-value that the relationship between the Big-Five personality traits and the collaborating conflict management style do differ in strength for Generation Y, in this case the extraversion personality trait with p-value at 0.002 and openness personality trait with p-value at 0.015, where B value is 0.238 for extraversion personality trait, and followed by B value of 0.324 for openness personality trait. Hence, the relationship between the Big-Five personality traits (extraversion and openness) and the collaborating conflict management style do differ in strength for Generation Y.

H3.3: The relationship between the Big-Five personality traits and the compromising conflict management style do differ in strength for Generation Y.

The result from the multi-group analysis as shown in chapter four supports hypothesis 3.3. Table 41 indicates the p-value that the relationship between the Big-Five personality traits and the compromising conflict management style do differ in strength for Generation Y, in this case the openness personality trait with p-value at 0.000, where B value is 0.412 for openness personality trait. Hence, the relationship between the Big-Five personality traits (openness) and the compromising conflict management style do differ in strength for Generation Y.

H3.4: The relationship between the Big-Five personality traits and the avoiding conflict management style do differ in strength for Generation Y.

The result from the multi-group analysis as shown in chapter four supports hypothesis 3.4. Table 42 indicates the p-value that the relationship between the Big-Five personality traits and the avoiding conflict management style do differ in strength for Generation Y, in this case the agreeableness personality trait with p-value at 0.000, where B value is 0.549 for agreeableness personality trait. Hence, the relationship between the Big-Five personality traits (agreeableness) and the avoiding conflict management style do differ in strength for Generation Y.

H3.5: The relationship between the Big-Five personality traits and the accommodating conflict management style do differ in strength for Generation Y.

The result from the multi-group analysis as shown in chapter four supports hypothesis 3.5. Table 43 indicates the p-value that the relationship between the Big-Five personality traits and the accommodating conflict management style do differ in strength for Generation Y, in this case the agreeableness personality trait with p-value at 0.000, openness personality trait with p-value at 0.005, and extraversion personality trait with p-value at 0.006, where B value is 0.409 for agreeableness personality trait, followed by B value of 0.259 for openness personality trait, and B value of 0.234 for extraversion personality trait. Hence, the relationship between the Big-Five personality traits (agreeableness, openness and extraversion) and the accommodating conflict management style do differ in strength for Generation Y.

Discussion

Everyone commonly experiences conflict in the workplace and regardless of how well organizations are able to manage it, conflict is an inevitable and common occurrence. For some individuals, conflict in the workplace can linger and can lead to undesirable results. Organizations also play a very important role in conflict management because if the organization is unable to properly manage conflict in the workplace, it can lead to continuous conflict and can eventually reduce employee's productivity, morale, performance, job satisfaction, engagement and engagement towards the organization. However, if conflict is managed properly, studies have

shown to improve trust, efficiency, effectiveness, employees' satisfaction and relationship towards the organization. As mentioned earlier, the style of conflict management used on an employee may not necessarily work on another employee due to the personality traits of each individual or generational cohort.

Conflicts in the workplace can come in various forms in all types of organizations, however, the types of conflict which are commonly found at the organization are mostly based upon personality conflict and communication skills, and change within the organization.

Personality conflict or personality clashes within the team or between teams is one of the causes of conflict in the workplace, and is mostly seen in situations where colleagues fall apart. Our personalities define who we are as a person hence the likelihood that conflict will occur when two or more individuals having different goals and values work together as there will be a high chance of disagreement in ideas and expectations. Different individuals may have different ways of approaching tasks and there can be some misunderstanding in why one person may approach or react to a task differently than the other person. Although the likelihood of conflict can be suppressed in the early stages, once time passes, individuals may not be able to suppress their thoughts and ideas any longer, and will eventually lead to conflict in the workplace. The type of conflict that is commonly seen in the organization rises when individuals within the team have different ideas or views, or when different groups within an organization have different objectives and causing misunderstanding amongst the different groups.

Another type of conflict that is visible in the organization is due to communication skills. Communication can be considered to be one of the most common factors that can lead to conflict in the workplace. There is a high possibility to misunderstand the message delivered or received from the other party, especially when the individual may seem to withhold some information or have difficulties in communicating the message to the other party. Individuals at the organization may be withholding information from one another on purpose but can actually be due to their personality traits, where some individuals may be blunter or the opposite. As a result of difficulties in communication, it can eventually lead to workplace confusion, friction and frustration. The sources of unclear communication are not only limited to

employees working amongst each other but can be due to objectives not clearly set or defined from the manager or company to the employee in the organization. This unclear objective, especially on work related tasks, can eventually lead to employees not being able to fulfill their job assignments and expectations from their manager as the employee themselves may misunderstand their job responsibilities and requirements, due to unclear communication. With the employee not being able to fulfill their job responsibilities and requirements as expected from their managers, the employee could be viewed as underperforming without their intention to do so.

Change in the organization is also another type of conflict seen in the organization. Whenever there is change, small or large, physically or emotionally, in the organization, the first question that usually comes to mind is how will this change impact them and what are the benefits of the change. The transition of change can easily be reduced if managers or management levels are able to clearly define and communicate the benefits of the change to the employees, otherwise the employees' productivity may decline and barriers will start to form against the change or vice-versa. As a company that is currently developing and growing to become the global leader, change is often ongoing in the organization. Whenever there is change within the organization, some employees in the organization may either feel change has no impact on them while others may feel it has a drastic impact on them. Whether the changes can be beneficial to the organization or the employee, it is important to understand that employees are often resistant to change as they are in fear of the unknown. If the change is not communicated to the employee, the chances of them resisting the changes are very common and may take some time for the employees to accept the changes. Hence, change is another factor of conflict in the organization. However, conflict can be reduced when change is implemented with the use of communication.

The purpose of this research is to examine whether there is a prediction between the Big-Five personality traits and conflict management style, as well as to examine whether these factors differ in strengths for different generations of employees at ABC Company located in Laem Chabang, Chonburi, in hopes to be able to provide a guideline for improving effective conflict management in the workplace of ABC Company.

Objective 1: To examine whether there is a prediction between the Big-Five personality traits and conflict management style.

Based on the research conducted, results indicate that there is a pattern of association between personality traits and conflict management style of employees of ABC Company, located in Laem Chabang, Chonburi. According to the research, when it comes to the competing conflict management style, there is a positive correlation with the openness personality trait. Such that those who tend to have the openness personality trait tend to be more daring, independent, and a more outspoken personality, such that individuals who assert the competing conflict management style tend to be more assertive and confrontational, found in individuals who have the openness personality trait. Priyadarshini (2017) reported similar results on post-graduate business students in the region of Chandigarh such that results indicate there to be a positive relationship with the openness personality trait and the dominating (competing) conflict handling style. Furthermore, there is also a positive correlation between employees with neuroticism personality trait and the use of the competing conflict management style. Such individuals with neurotic personality traits tend to be prone to negative emotions and impulsiveness, which contradicts with previous research. As previously found, neuroticism and the dominating (competing) conflict management style was found to be negatively correlated to one another (Priyadarshini, 2017).

When it comes to the collaborating conflict management style, there is a positive correlation with the conscientiousness and agreeableness personality trait. Individuals asserting the collaborating conflict management style tend to be those who are open to new ideas, exchange new ideas openly to one another, open discussions and exchanges, sacrificing one's own ideas to reach a solution acceptable to both sides which can easily be found in individuals that are highly cooperative, high in affection, deliberate, and mindful of one another. Similar results from previous research also agree with this finding that agreeableness and conscientiousness are positively correlated with the collaborative conflict management style (Tehrani & Yamini, 2020; Priyadarshini, 2017; Khalid et al., 2015; Messara et al., 2014).

When it comes to the compromising conflict management style, there is a positive relationship with the personality traits of openness and agreeableness. Individuals who prefer to deal with conflict with the use of the compromising conflict management style tend to be individuals who are assertive and cooperative, such that they are willing to meet halfway whilst maintaining relationships with one another. The results from the study also aligns with previous research where results indicate there to be a positive correlation with the agreeableness and openness personality trait and compromising conflict resolution (Tehrani & Yamini, 2020; Messara et al., 2014).

Employees with the agreeable personality trait also show a positive correlation with the avoiding conflict management style, such that when individuals' preferred style of conflict management is avoiding, they tend to suppress or withdraw from the conflict or any situations they may feel threatened by. Such characteristics of agreeable individuals makes them tend to put aside their own interests, and are more likely to use the avoiding conflict management style when faced in a conflicting situation. This finding is also consistent with previous research that the personality trait of agreeableness is positively related to the avoiding conflict management style (Tehrani & Yamini, 2020; Messara et al., 2014; Priyadarshini, 2017; Rani, 2018).

When it comes to the accommodating conflict management style, there is a positive correlation with the agreeableness and extraversion personality trait. Individuals whose preferred style of accommodating conflict management prefers to address and satisfy the concerns of the other persons instead of addressing their own needs as a result of harmony seeking, can sometime eventually lead to them forgetting their own needs. Previous research also supports the findings that there is positive correlation with agreeableness personality trait and accommodating conflict management style (Tehrani & Yamini, 2020; Priyadarshini, 2017). On the other hand, results from this finding on there being a positive correlation between the agreeableness personality trait and the accommodating conflict management style seems to contradict from previous research where they have found to be very low or negative correlation between the two variables rather than a positive correlation (Rani, 2018). Whilst research conducted by Messarra et al. (2014) indicates there to be a

positive correlation between the accommodating conflict management style and the personality traits of agreeableness and extraversion.

Objective 2: To examine whether there is a prediction between the Big-Five personality traits and conflict management style and whether these factors differ in strengths for different generations.

Based on the research conducted on whether the Big-Five personality traits and conflict management style differ in strengths for different generations, there is also a pattern of association between the variables. However, to our knowledge, there is very limited research investigated between generation differences in effect of the Big-Five personality traits on conflict management.

Generation X

Generation X are characterized as a more independent generation, with high job expectations, self-reliant, individualistic, materialistic, adaptable, flexible, collaborative, yet sometimes competitive, and result driven (McKinsey & Company, 2018). Table 45 presents the personality traits preferred by Generation X at ABC Company. There, 68 employees from Generation X most preferred the agreeableness personality trait with mean of 3.75 and standard deviation at .707, followed by the conscientiousness personality trait with mean of 3.57 and standard deviation at .574, and openness personality trait with mean of 3.34 and standard deviation at .837, followed by extraversion personality trait with mean of 3.28 and standard deviation at .747, and lastly the neuroticism personality trait with mean of 2.84 and standard deviation at .765.

Table 45 Preferred personality traits of Generation X at ABC Company

Generation X	Mean	SD	Level	Rank
Openness	3.34	.837	Average	3
Conscientiousness	3.57	.574	High	2
Extraversion	3.28	.747	Average	4
Agreeableness	3.75	.707	High	1
Neuroticism	2.84	.765	Average	5

According to the findings from the research for Generation X, results show there to be a positive effect on the openness personality trait and the competing conflict management style. A research study conducted by Laddha (2019) indicates that as age increases, results show a positive correlation towards the competing conflict management style. When it comes to the openness personality trait, which is found amongst individuals who are more outspoken, independent, and daring, there is a pattern of association between the openness personality trait and the competing conflict management style. This however contradicts the research conducted by (Priyadarshini, 2017) that there is a negative correlation between the openness personality trait and the competing conflict management style, however for our research we wanted to focus on Generation X only.

Results also indicate there to be positive correlation with the agreeableness personality trait and the collaborating conflict management style amongst Generation X. As previously mentioned, Generation X are characterized to be flexible and adaptable and therefore, when it comes to the collaborating conflict management style, this may be their preferred method for individuals who highly possess these characteristic traits. Not only does our findings align with previous research that the agreeableness personality trait is positively correlated to the collaborating conflict management style (Tehrani & Yamini, 2020; Priyadarshini, 2017; Khalid et al., 2015; Messara et al., 2014), the findings from this research also claims there to be a pattern of association between these two variables when looking at individuals who belong under Generation X.

On the other hand, there is an insignificant correlation when it comes to the relationship between the Big-Five personality traits and the compromising conflict management style for Generation X, such that results do not indicate these variables to differ in strength when looking at Generation X alone. Although, the research conducted by Messarra et al. (2014) argues there to be a statistical significance between the compromising conflict management style and the conscientiousness personality trait amongst Generation X, employees at ABC Company do not present a correlation between the conscientiousness personality trait and the compromising conflict management style, and not the openness and agreeableness personality trait. Therefore this may be the reason why we do not see a significant difference for this

hypothesis. We may assume that due to the characteristics of Generation X employees at ABC Company, these variables may not be relevant to this generation alone.

The findings from this research indicates there to be a positive correlation between the agreeable personality trait and the avoiding conflict management style amongst Generation X. Generation X can be quite independent, however they do possess the characteristic trait of adaptability and flexibility in them. Female employees tend to prefer to use the avoiding conflict management style throughout the four generations studied by Rahim and Katz (2019), however there seem to be a slight decline in the use of the avoiding conflict management style amongst males in the 2000s, but saw an increase again in 2010s. However, the findings from the research study is similar to previous research where there is a greater effect on Generation X's relationship between the avoiding conflict management style and the personality trait of agreeableness (Messarra et al., 2014). As well as the findings that the agreeable personality trait is positively associated with the avoiding conflict management style (Tehrani & Yamini, 2020; Messara et al., 2014; Priyadarshini, 2017; Rani, 2018).

Last but not least, the relationship between the Big-Five personality traits and the accommodating conflict management style do differ in strength for employees who belong under Generation X at the company, hence results indicate there to be an insignificant correlation between the two variables. However, in a study conducted by (Laddha, 2019), as age increases, results show a positive correlation towards the accommodating conflict management style. Although Generation X are known to be flexible and adaptable, but they are quite independent and self-oriented, hence the fact that the accommodating conflict management style refers to individuals who are prone to address and satisfy the concerns of the other persons instead of addressing their own needs, may not fully fit the characteristics of Generation X. Also, in another study conducted by Rahim and Katz (2019), there seems to be a significant increase in the use of the competing and avoiding conflict management style between Generation X and Generation Y, and not so much towards the accommodating conflict management style. Hence, also the results of the study may be significant that there is some sort of relationship between the Big-Five personality traits and the

accommodating conflict management style, it may not significantly differ in strength when we are to group out and focus on certain generations.

Generation Y

Generation Y are characterized to be high in self-confidence, fiercely independent, self-absorbed, highly competitive, achievement oriented, optimistic, questioning and open to new ideas and change (McKinsey & Company, 2018). According to the findings from the research conducted at ABC Company located in Laem Chabang, Chonburi, Table 46 presents the personality traits preferred by Generation Y. Such that at ABC Company, 58 employees who belong under Generation Y most preferred personality trait from the Big-Five personality traits is the agreeableness personality trait with mean of 3.86 and standard deviation at .660, followed by the conscientiousness personality trait with mean of 3.53 and standard deviation at .595, and openness personality trait with mean of 3.36 and standard deviation at .635, followed by extraversion personality trait with mean of 3.34 and standard deviation at .733, and lastly the neuroticism personality trait with mean of 2.78 and standard deviation at .815.

Table 46 Preferred personality traits of Generation Y at ABC Company

Generation Y	Mean	SD	Level	Rank
Openness	3.36	.635	Average	3
Conscientiousness	3.53	.595	High	2
Extraversion	3.34	.733	Average	4
Agreeableness	3.86	.660	High	1
Neuroticism	2.78	.815	Average	5

According to the findings of the research study, there is a positive correlation between the conscientiousness and neuroticism personality traits and the competing conflict management style, while there is a negative correlation between the extraversion personality trait and the competing conflict management style for Generation Y. Individuals with the conscientiousness personality trait is usually known to be goal directed and hardworking, while individuals with the extraversion

personality trait is highly energized, expressive, and assertive, and individuals who are known to have the personality trait of neuroticism are impulsive and anxious, these personalities, except for the neuroticism personality trait, are also found in individuals who assert the competing conflict management style, who are more persistent and can sometimes be quite provocative. Based on previous research, there is a positive correlation between the extraversion personality trait and the competing conflict resolution style (Tehrani & Yamini, 2020). However, the results of this research study indicates there to be a negative correlation between the extraversion personality trait and the competing conflict resolution style. Also, contrary to this research study, neuroticism is negatively correlated to the competing conflict management style, but a positive correlation between the conscientiousness and extraversion personality style and the competing conflict management style (Priyadarshini, 2017). Nonetheless, there is no significant relationship between the Big-Five personality traits and the competing conflict management style when taking generations into consideration (Messarra et al., 2014).

In terms of the relationship with the collaborating conflict management style in Generation Y, there seems to be a positive association with the extraversion and openness personality trait. Hence results can be significantly found in Generation Y's employees whose personality traits are either the openness or the extraversion personality trait when it comes to the conflict management style of collaborating. Both personality traits consist of individuals who are similar in ways that they are either highly creative, eager for new challenges, high in curiosity, outgoing, expressive and talkative which is also seen in the collaborating conflict management style. The findings from this research is also supported by other research that there is a positive correlation in the extraversion personality trait and the collaborating conflict management style (Tehrani & Yamini, 2020; Khalid et al., 2015; Messara et al., 2014) and conscientiousness personality trait and collaborating conflict management style (Priyadarshini, 2017). A study conducted by Patre (2017) also indicates that Generation Y's preferred conflict management style is the collaborating conflict management style at 26% of the data collected from 227 college students, such that Generation Y also portrays a high level of concern towards others when faced in conflicting situations.

When it comes to the compromising conflict management style of Generation Y, there is a positive correlation with the openness personality trait. Although Generation Y are characterized to be highly independent and self-centered, they are also an optimistic individual and open to new ideas and experiences, hence they can also adopt the compromising conflict management style. Previous research has shown that positive associations are observed with the openness personality trait and the compromising conflict management style (Tehrani & Yamini, 2020; Messara et al., 2014). However, although it is known that when it comes to the compromising conflict management style, Generation Y employees who have the openness personality trait shows a positive association, Generation Y typically do not prefer the use of the compromising conflict management style according to the study conducted by Patre (2017).

On the other hand, there is a positive association with the agreeable personality trait and the avoiding conflict management style for Generation Y. Similar to other research studies, individuals of all generations with the agreeable personality trait tend to show a positive correlation with the avoiding conflict management style (Tehrani & Yamini, 2020; Messara et al., 2014; Priyadarshini, 2017; Rani, 2018). Such that individuals with the personality traits do not like to be put on the spot or do not like to be involved in arguments with others tend to prefer the avoiding conflict management style. Although the avoiding conflict management style may be seen in individuals who belong under Generation Y, this may not be their preferred conflict management style (Patre, 2017). Results also show there to be a moderating effect between the avoiding conflict management style and the agreeableness personality trait for Generation Y (Messarra et al., 2014).

Lastly, there is a positive correlation between the agreeableness, openness and extraversion personality traits and the accommodating conflict management style for Generation Y. Individuals who prefer the accommodating conflict management style tend to be those who are concerned with others' needs rather than their own needs. Similar to previous studies, that there is a positive association between the agreeableness personality trait and the accommodating conflict management style (Tehrani & Yamini, 2020; Priyadarshini, 2017) Although the opposite results from Priyadarshini (2017) research study that extraversion personality trait is negatively

correlated to the accommodating conflict management style, similar to agreeableness personality trait and the accommodating conflict management style where they have found to be a negative correlation between the two variables (Rani, 2018). However, there has not been much data on the correlation between the openness personality trait and the accommodating conflict management style, but according to our study, a positive correlation is shown. However, previous research indicates there to be no statistical significance between the accommodating conflict management style and the Big-Five personality traits specifically for Generation Y (Messarra et al., 2014), but results from research conducted by Patre (2017) indicates that the most preferred style of conflict management is the accommodating conflict management style amongst data collected from the study. Hence Generation Y, although seem to be highly concerned about oneself may not necessarily be the case when in a conflicting situation, and that their characteristics of optimism and open to new experiences, ideas and changes, may play a factor in the accommodating conflict management style.

Limitations of the study

Various limitations and shortcomings were identified during the research study. First, this research study aims to analyze data from four generations, which are Baby Boomers, Generation X, Generation Y, and Generation Z. However, the researcher was only able to utilize data from two generations, which are Generation X and Generation Y and disregard the data received from employees under Baby Boomers and Generation Z. The research received a few responses from the Baby Boomers, however, after checking from the demographics of ABC Company, there were no employees who belong under this generation so data received from this generation were not included in the research study as it may lead to false information and results when studying this generation. Aside from Baby Boomers, very little data was received for Generation Z, making it not possible to reach the minimum sample size appropriate to conduct research upon, hence data received from this generation was also not included in the research study. Therefore the researcher was only left with two generations to study instead of the four generations.

In addition to generations, ethnicity also poses some limitations to the research as the ethnicity of the respondents was dominated by Asian/Pacific Islander at 92.9%. As this research study focused on employees of ABC Company, located in Laem Chabang, Chonburi, this research may not be generalized to all populations of other ethnicities as there may be differences in perception of the culture, or what actions are viewed as appropriate/inappropriate between the eastern and western culture.

Lastly, due to past experiences with the anonymity and the confidentiality of previous survey experiences, some participants were not willing to participate or had some concerns and questions regarding these matters. However, the researcher has assured the respondents that all data received will remain anonymous and confidential and the data received will only be seen by the researcher alone. It did attract more participants to respond to the survey, but the research had to extend the survey deadline a bit further for respondents to complete the survey willingly.

Recommendations from the result of this research

The purpose of this research study was to provide the organization with guidelines for improving effective conflict management in the workplace by analyzing and defining the different types of personalities and generations and their conflict management style at ABC Company located in Laem Chabang, Chonburi, as well as to define the conflict management solution and style that is most suitable for the employees and employers when it comes to managing conflict in the organization according to the factors of personality traits and generation differences. As previously mentioned, conflict in the workplace is inevitable but does not necessarily mean it is detrimental to the organization. However, it is not just the individuals who need to face and overcome the conflict within the organization, but it is also the responsibility of the organization to step-in whenever conflict arises or becomes too much for the employee(s) to handle on their own.

The first variable of this research focuses on the personality traits of each individual, which in this case, the Big-Five personality trait was utilized to see the general overview of the personality of each individual. The five key dimensions of the Big-Five personality traits are Openness, Conscientiousness, Extraversion, Agreeableness, and Neuroticism.

It is believed that the phases of our lives are influenced by personality traits and that these traits can be defined as a consistent pattern of feelings, behaviors, and thoughts that distinguish individuals from one another (Bleidorn et al., 2019). Furthermore, the Big Five personality traits not only predict conflict frequency on individuals but can also help predict the style of conflict management they prefer when they come across conflicting situations. The purpose of the Big Five personality traits allow us to define the five main core of each individual as well as allow us to get a better understanding of why individuals may react to similar situations differently, and are relatively stable over one's lifetime.

The Big-Five personality traits do not label which trait is better than the other, or which trait is more dominant than the other as each five personality traits has their own uniqueness and characteristics that are greatly important for every individual. Hence, it is important for both the organization, managers, supervisors, and employees to become educated and well aware of the different personality traits of, especially the Big-Five personality traits, so that they are aware of the characteristics and learn to appreciate one another. Such that we cannot push others to act in a way we are or see people less than just because they may have a different personality than yourself. By testing and educating all employees in the organization and acknowledging the differences, can lead to greater satisfaction and productivity as employees are willing to accept the differences of one another. The Big-Five personality traits are also known to improve relationships such that it helps individuals understand why people may behave the way they do, rather than just wanting them to behave the same way as themselves, thus helping people to get along much further if they understand the different and unique traits of others.

The findings of this research can also help the organization to see a pattern between the personality traits and preferred method of conflict management style, which can really be beneficial for the organization. There is no specific way that because a person with a specific type or personality trait can only use a certain type of conflict management style but it also depends on the situations that are or are not appropriate to be used upon. Individuals can have more than one type of personality trait but it is which personality trait is more dominant to them in certain situations, as well as the conflict management style, where an individual may feel that the conflict

management style they prefer can also depend on the situation they are in. Individuals are able to understand their preferences in regards to their behaviors and conflict handling style, which will likely increase their own self-awareness and adjust to certain behaviors and/or situations whenever they are in a conflicting situation.

According to the study conducted on employees at ABC Company, individuals with the openness personality trait may prefer the competing and compromising conflict management style. Individuals with the openness personality trait are adventurous, independent, risk-taking, eager for new challenges, experiences, and ideas, and highly flexible. The competing conflict management style may be suitable in situations where a quick and decisive actions are to be implemented upon, or when an individual feels they need to protect themselves from being taken advantage of, especially if the person is truly an independent person, then this style is appropriate when they have to stand up for their own rights and show others their own values are just as important to them. On the other hand, the compromising conflict management style may be useful for individuals with the openness personality trait in situations such as when the individual has failed to use the competing conflict management style, or when goals between the individuals involved are moderately as important, or if they are under time constraint and a decision must be finalized, although final decisions made with the use of this conflict management style tend to be temporary but still profits all parties involved and the level of stress is reduced. Due to the flexibility of individuals with the openness personality, the compromising conflict management style may be suitable in situations as mentioned above.

Individuals with the conscientiousness personality trait prefer the collaborating conflict management style according to the study conducted on employees of ABC Company. Individuals with the conscientiousness personality trait are mindful, systematic, goal directed, hardworking, and thorough. Situations where the collaborating conflict management style may be suitable is when individuals involved in the conflict situation's main concern is to arrive at a solution that satisfies their needs and goals in a certain way, whilst maintaining a good relationship amongst individuals involved, or when individuals have the urge to gain insight from others' perspectives and integrate and discover new developments and ideas from others. A lot of time and patience is involved when using the collaborating conflict management

style, hence requires thoroughness and mindfulness, but the main achievement from the use of this conflict management style is that all parties involved have arrived at a certain goal that each individual clearly had in mind.

According to the study conducted on employees of ABC Company, extraversion personality trait may prefer to deal with conflict with the use of the accommodating conflict management style. Individuals with the extraversion personality trait are ones who are social, outgoing, talkative, expressive, and adventurous. Situations where the accommodating conflict management style may be suitable for those with the extraversion personality trait would be during a social event and the individual would be willing to put others' concerns before them to reduce any tension or conflict, and wants to keep the peace in the relationship, or when an individual wants to build up credit with the parties involved in social gatherings that could be of good use to them in the future, or when the individual wants others to develop and experiment new tasks and learn from their mistakes in the team. The accommodating conflict management style aligns with the extraversion personality trait in ways that conflict is viewed as a social issue and favors relationships, friendship and being compassionate towards others more than the conflicting situation itself.

Individuals with the agreeableness personality trait may prefer the collaborating, compromising, avoiding, and accommodating conflict management style according to the study conducted at ABC Company. Individuals with the agreeableness personality trait are usually friendly, sympathetic, kind, highly cooperative, and helpful. Individuals with the agreeable personality can really benefit from the use of the collaborating conflict management style in situations where they want to gain more insight from others, such as their group of friends on certain situations, or from their colleagues when working together as a team in order to achieve a certain goal. As for the compromising conflict management style, individuals with the agreeable personality trait can utilize this style when they have failed to use the collaborating conflict management style and they must meet a deadline, and satisfying one's own needs is out of the question, hence it may be easier to cooperate with others. As for the avoiding conflict management style, due to the highly cooperative, friendly, and sympathetic trait, individuals tend to avoid any type

or chance of conflict possible, and any conflicting situation is out of the question and the individual believes that others are able to resolve the issue much better than they can hence they will agree to any sort of ideas suggested to them. The accommodating conflict management style can come in handy for individuals with the agreeable personality trait in situations where the individual does not believe in themselves and often feels that the relationship is much more important, therefore the individual may be highly cooperative or help others to keep the peace. Although it may be the other's wrongdoing, they have weighed out the benefits and costs and believe that by agreeing and accommodating to the concerns of others would have a better outcome. Such situations can involve between the employee and the customers where it is much more important to maintain the relationship to keep the customer satisfied.

Individuals with the neuroticism personality trait may prefer the competing conflict management style as of the study conducted on employees of ABC Company. Where individuals with the neuroticism personality trait are more impulsive, high levels of mood swings, moodiness, and prone to negative emotions. Due to their impulsivity, individuals with this personality trait may already have a goal set in their mind in regards to a business plan or action and will do whatever they take in order to achieve that certain goal and have very little time to listen to the opinion of others. A sense of self-respect is achieved with the use of the conflict management style as well as a boost in self-esteem. However, this conflict management style may be most beneficial when the individual strongly believes in their own stance and has to understand that the cost of this could be the loss of relationship with others.

Such that if an individual is known to have the agreeableness personality trait, the best way to deal with conflict for them is with the use of the avoiding conflict management style; if the organization was to push individuals with the agreeableness personality trait to use the competing conflict management, it can become really detrimental to both the individual and the organization and can be more damaging rather than helpful to both the employees and the organization.

The second variable of this research study is generations because there are multiple generations working together within the same organization and can also be another factor of conflict in the workplace. Generations are characterized by individuals who have distinct values, behaviors, views, and aspirations from other

groups of people who are of different generations than them. Hence, each generation may have a different preferred conflict management style and can be very beneficial to the organization to understand the style of conflict management utilized by each generation.

Organizations should encourage a culture of respect for generational differences and learn to cherish these differences in attitudes, behavior, value, and technological skills of people of all generations, rather than labeling them by their stereotypes rather than getting to know them. Each generation has something to give and take from in a way that cannot be found in individuals of the same generations and that way it allows us to expand our views and opinions outside our comfort zone.

Generational collision can be minimized and organizational conflict can be reduced if individuals learn to understand the values, strengths, and limitations of the different generations in the workplace. The root cause of conflict when individuals of different generations have to work together is due to the misunderstanding of the other generation's perspectives and opinion and feel that their beliefs are the only correct way to go. By organizing, acknowledging these generational differences and emphasizing on these generational differences, and helping educate the employees about the core values of each generation may lead to reduction in conflict frequency and to a more positive working environment. It is essential that organizations work on bridging the gap between different generations working in the same workplace to maximize the benefits from each generation. Such that each generation having their own beliefs and distinctive values, organizations should be made aware of the conflict management style appropriate/preferred by each generation.

Generation X

As previously mentioned, the characteristics of Generation X are described to be high in individualism, highly independent and self-reliant, highly competitive and result-driven, but can also be collaborative, adaptable and flexible (McKinsey & Company, 2018). Thus, results from the study conducted on employees who belong under Generation X at ABC Company indicates that employees with the openness personality trait may prefer the use of the competing conflict management style, while those with the agreeable personality trait may prefer the collaborating and the avoiding conflict management style.

When it comes to the openness personality trait, the competing conflict management style may be suitable in situations where the individual has a firm stance on a certain perspective and would like to pursue that stance. Similar to results conducted by Priyadarshini (2017), where the results of the study presents there to be a positive correlation between the openness personality trait and the competing conflict management style, but there is not much evidence to support the appropriate actions to take, but the researcher has suggested the appropriate actions to take as below. Due to their characteristics of being highly independent and self-reliant and a highly competitive generation, they will not stop until they have achieved that certain goal they had in mind, as they strongly believe in their own values and ideas. Situations where the use of the competing conflict management style is most useful at the organization could be when issues are critical and a firm stance has to be made, or between supervisors to their subordinates when they need to take the lead in fields that their subordinates may not be very knowledgeable in and speedy decision is required, or if left unspoken, the results of the final decision made, either in team meetings or business plan, can be detrimental to the individual, or in situations where one is being insulted, treated, or witnessing unfair behaviors by another colleague, and they will need to stand up for themselves and gain the respect from others because it is the others' wrongdoing and one must take a firm stance on what they believe is the right thing to do. However the use of the competing conflict management style can be detrimental if not used properly, and rather than pushing others to believe in one's own stance, it may be better to persuade others to believe in one's own stance, or use a softer language rather than a demeaning language, and most importantly, respect the other side of the parties involved (Thomas & Kilmann, 1974).

Employees with the agreeable personality trait may prefer the collaborating and the avoiding conflict management style. Generation X are also characterized to be collaborative, adaptable and flexible, so even though they are highly individualistic, they are also highly concerned about the other parties involved (Priyadarshini, 2017; Messara et al., 2014). Hence the use of the collaborating can be utilized in situations such as team meetings where managers can allow their subordinates to suggest new ideas and if the manager finds one they like, the manager can then work together with

the team to elaborate more on that idea, or in situations between employees and the customer where they can allow customers to propose new ideas in regards to a product development or service provided and if the employee finds an idea they see potential in developing, they can develop from that idea suggested by the customer. Since the collaborating conflict management style requires a lot of time, trust and respect from all parties involved, a high level of commitment is required from all parties involved, therefore it should be on a larger scale and create a high impact from the final decision received.

Employees of Generation X with the agreeable personality trait also prefer the use of the avoiding conflict management style as they will completely dodge any source of conflict possible. Situations where the use of the avoiding conflict management style could be properly utilized would be when support is needed from the other parties involved, and although knowingly that the service or product is functioning properly, it may be better to run through the steps together again as it will create harmony and make the other parties involved feel that their needs and concerns are being taken care of rather than being put aside (Amaresan, 2019). An example of a situation could be when a new system is being implemented in the organization and although training and procedures have been provided to the employees, however the users may still be struggling to utilize the system properly and may cause frustration to them. Therefore, the system owner/team should do their best to avoid confrontation and callout on the mistakes made by the user, but instead run-through the system again with the user step-by-step to show how the system works, which will eventually make the user realize that the mistake was due to them and not the system itself. Hence, relationship and harmony will be maintained with the use of the avoiding conflict management style to satisfy the other parties involved (Messara et al., 2014)

Generation Y

As previously mentioned, Generation Y are characterized to be highly independent, self-confident, self-absorbed, highly competitive, achievement oriented, optimistic, questioning and open to new ideas and change (McKinsey & Company, 2018). According to the study conducted on employees of ABC Company, there is a pattern associated between preferred conflict management style and personality traits of employees under Generation Y.

The competing conflict management style is most preferred among employees with the conscientiousness personality trait and the neuroticism personality trait, but less likely preferred in individuals with the extraversion personality trait for employees under Generation Y at ABC Company, such that this method allows them to assert their ideas and interests. Situations where it may be appropriate to use the competing conflict management style could be when the individual simply knows they are right, or fighting for the welfare of the company, or taking disciplinary actions, or during an emergency situation where decisions made need to be precise and made decisively. Sometimes relationships might be ruined due to their course of action if they choose to take on the competing conflict management style, but the individual themselves must be certain that their thoughts and ideas they are willing to fight for is the right way to do so. An example of this could be if the welfare committee must suggest some sort of benefits to the company for their employees, the employees already provided trust in the committee and therefore the committee must be willing to fight for their employees. However, the committee must have enough evidence to support what they are willing to persuade the company and willing to fight for theirs and their employees' stance. Also, if the employee feels they have been mistreated or treated unfairly, then they will need to stand up for themselves to avoid unfair treatment. Therefore, individuals who tend to prefer the use of the competing conflict management style tend to be those who have a high sense of trust, organized and achievement oriented (characteristic of conscientiousness) (Priyadarshini, 2017). However, negative emotions can be formed, especially individuals who are more prone to stress (characteristic of neuroticism) if negatively used, which is contradictory to the results found by Priyadarshini (2017), where the results are found to be negatively correlated in their study. Due to the fact that some individuals highly value their social surroundings (characteristic of extraversion), they may least prefer the competing conflict management style but is also contradictory to previous research conducted by Tehrani and Yamini (2020).

The use of the collaborating conflict management style is preferred by employees with the openness personality trait and the extraversion personality trait for employees under Generation Y at ABC Company. The use of collaborating conflict management may be most suitable when situations are complex, a high level of

commitment and time is required from all parties involved, and outcome is of great concern. Situations where the collaborating conflict management style can come in handy for employees with the openness personality trait under Generation Y could be during team meetings when a huge project is being implemented. Each side of the party has their own ideas and beliefs however due to their optimism and openness to new ideas and changes, Generation Y are all ears and would be willing to listen to other parties' suggestions as long as it is oriented towards the certain goal they have in mind. An example of this situation could be when planning for a company event where it requires contribution from many different departments within the organization and ideas and suggestions are put out on the table and brainstorming is required in order to achieve the best possible outcome for all departments in the organization. Tension can be reduced as all parties had their say in what they would like to pursue and achieve, or what they do not agree on and employees would get a chance to learn something new and contribute. This way, it involves the sharing of new ideas (characteristic of openness) and actively interact (characteristic of extraversion) between one another in order to achieve at the best possible outcome that satisfies all parties involved (Tehrani & Yamini, 2020; Khalid et al., 2015; Messara et al., 2014).

The compromising conflict management style is preferred by employees with the openness personality trait in Generation Y. The compromising conflict management style could be utilized when trying to resolve a temporary issue where time constraint is an issue and that the collaborating conflict management style did not come into effect. As this conflict management style may not fully satisfy the needs of the parties involved, however, it still consists of mutual exclusivity for the goals that have been finalized and all parties had their say in the consensus (Messarra et al., 2014). This again, could be utilized in the smaller project where quick decisions have to be made and the cost of the decisions aren't too drastic or damaging to the company, hence the results are known to be just a temporary fix, or followed from the previous example provided when planning for a company event. If under tie constraint, and the debate has been ongoing, this method could be used within or between group meetings to come up with the best solution possible and for the work

to continue running for the time being and focus more on important tasks, rather than spending too much time to resolve the issue and causing loss to the company.

The avoiding conflict management style is most preferred by Generation Y's employees with the agreeable personality trait. Individuals tend to agree with the other parties involved and try to avoid and source of conflict possible (Rani, 2018), or when one feels they don't have a chance of winning in an argument, or is too afraid to speak up due to rejection of their ideas and harmony within the group is more important to them, which is one of the characteristics of individuals with the agreeableness personality trait (Priyadashini, 2017). Situations where the use of the avoiding conflict management style is appropriate to use is when there are much more important issues to pursue rather than focusing on who did something wrong, or who didn't fulfill their task properly, or when time is needed to gather more information and no immediate action is to be taken instantly (Messarra et al., 2014). An example of a situation where the avoiding conflict management style could be beneficial would be when a product specification or invoice has been updated in the system but the products received is not updated due to the other party missing out on the updated product specification or invoice, hence work cannot be continued as the product received is not the updated specification required by them. For this case, the individual can implement the avoiding conflict management style by informing about their side of the action they have taken and admitting on the mistake whilst being specific and assertive on their actions, and in the meantime investigate and work on another possible outcome together with all the parties involved. Hence it may be better to withdraw from the conflicting situation to allow time to think and come up with a final conclusion of one's own.

The accommodating conflict management style is mostly preferred for employees with the openness personality trait, the extraversion personality trait, and the agreeable personality trait for employees of Generation Y at ABC Company. The use of the accommodating conflict management style can come in handy when one feels the urge to give in and willing to accept the needs of others (characteristic of openness), interact (characteristic of extraversion) and peace is to be maintained (characteristic of agreeableness) (Tehrani & Yamini, 2020; Priyadarshini, 2017). We cannot take the lead in all company's projects and sometimes by making a small

sacrifice and accommodate to the way of work or the beliefs of others, can actually boost the other individual's self-esteem, or when maintaining the relationship is more important than the conflicting issue, or in situations where a clear guideline is set but if an employee is requesting for help either because they are under a deadline or during their hardship, if it does not cause any harm or create a significant cost to both oneself and the company, then maybe by accommodating to their needs and concerns and helping out the individual, rather than sticking to the guidelines alone and not accommodating to their needs, could really be beneficial to the individual and the organization in that moment and even in the long run.

Lastly, the third variable of this study is the model of conflict resolution developed by Kenneth Thomas and Ralph Kilmann in 1974 to describe the five major styles of conflict management, which are competing, collaborating, compromising, avoiding, and accommodating. In today's workforce, the Thomas-Kilmann Conflict Mode Instrument (TKI) is widely used to measure, analyze, and understand how different styles of individuals deal and manage conflict, and in turn not only create more productive outcomes but to also maximize the possibilities of reaching a particular resolution within the organization.

Improved working dynamic within the organization can be a result of good conflict management. Contrary, if conflict is not handled properly, results can lead to reduced productivity and employee morale within the workplace. However, the employee's ability to resolve the conflict depends on how each individual is able to utilize them efficiently. If conflict is not handled properly, or in a way that may not be suitable to the individual's personality traits or generational beliefs conflict can quickly go out of hand and cause more disruption to the individual as well as the organization.

All employees within the organization, especially managers or superiors, have the responsibility to resolve conflict in a manner that ensures the satisfaction of all parties involved and also encourages their employees to understand and handle conflict efficiently. Thus, it is highly important that when solving a conflict, it is greatly important that those involved in the conflict are satisfied with the resolution, and not trying to pinpoint who or what is right or wrong. Therefore, organizations should be educated and well aware of the different conflict management styles,

especially the conflict management style developed by Kenneth Thomas and Ralph Kilmann (1974) for this research study. With proper knowledge and utilization of the five conflict management styles, conflict can be controlled and the work environment can improve dramatically (Walden University, 2017).

The competing conflict management style is usually appropriate to use in situations where a quick, vital, and decisive action is required on an important issue, or if one is certain they are correct on a certain issue, or in situations where the leader/manager must make a decision on behalf of the team as their team may lack expertise in such areas, or in situations where one feels they need to protect themselves from being taken advantage of by others, or they have failed to use the collaborating conflict management style. Examples of situations where the competing conflict management style may be used are when disciplinary actions are to be taken, or the enforcing of unfavorable rules, or cost cutbacks, or termination of employment etc. However, the use of the competing conflict management style can lead to consequences, such as motivation reduction and/or relationship cost within the organization. Such consequences can be reduced if one utilizes the competing conflict management style much more effectively, where instead of pushing and asserting their ideas and suggestions to others, they can work on finding ways to persuade, while at the same time respect others, being credible and providing evidence when one chooses to utilize this conflict management style is also recommended, avoid demeaning and threatening language. However, the competing conflict management style is not recommended to be used in complex situations, all parties involved are equally as powerful, where deadlines are not a concern, and where team members are competent enough to make decisions rather than being overridden by their superiors.

The collaborating conflict management style is usually appropriate to use in situations where the solution is of great importance to all parties involved and a compromise cannot be made, and all parties involved are to have time, trust, commitment and strong interpersonal skills, while being open-minded, where issues are of great importance and of mutual concern for all parties involved, and when the timing is right and appropriate for all parties involved to have the time and energy to discuss and find a better solution on a complex issue. With the use of the collaborating conflict management style can bring forth communication, such that

communication is created and exchange of new ideas and information received, commitment towards resolutions for all parties involved, gain trust and respect. The cost of using the collaborating conflict management style could lead to the consuming of a lot of time and energy, and can be psychologically demanding as all parties involved must be open to new ideas and challenges.

The compromising conflict management style is usually appropriate to use in situations where the use of the competing or the collaborating conflict management style did not work and time is limited and a decision must be made regarding a complex, but not critical, problem, although the decision may only temporarily but a fair consensus has been reached, where mutual exclusivity exists for all parties involved, and all sides of the parties have equal power, whilst relationship is maintained with the use of this conflict management style. The costs of the compromising conflict management style can bring forth residual frustrations and can likely cause the issue to come up again and the quality of the solution made may not be of the greatest quality as it is just temporary and under time constraint.

The avoiding conflict management style is usually appropriate to use in situations where circumstances are not of great importance and no immediate action is required, or if there are more important issues at hand, or when the cost of conflict is much greater than the resolution benefits, or where it is much more important that tension is reduced rather than facing it head-on, or when time is required to gather more ideas and information rather than acting instantaneously, or when one views that others have a much better chance of resolving the conflict much more effectively than oneself. The benefits of avoiding conflict management style can bring forth stress reduction, saving of time and energy, and allowing oneself to steer clear of any conflicting situations. However, the cost of avoiding conflict management style can lead to resentment, delay unaddressed issues, and can cause individuals to be wary of one another, which can lead to decline in relationships in the organization.

The accommodating conflict management style is usually appropriate to use in situations where one has found fault in their ideas and would like to gain more insight from others, when the issue is not as important to oneself when compared to the other party, when accommodating now to lead them to gain something in the future, when harmony and relationship is to be preserved, and when one wants others

or team members to learn and experiment from their own mistakes. The benefits of the accommodating conflict management style can lead to the providing of help and support to others, harmony is restored, relationships are built, and a quick solution is reached. However, the costs of the accommodating conflict management style can bring forth one's concerns being sacrificed, and respect, satisfaction and motivation is lost.

The benefits of TKI helps the individual become aware of the different ways they deal with conflict and allows them to appreciate the value of their conflict management style, while also valuing the conflict management style of others. There is no single best conflict handling style, as each of the five-conflict handling styles has their benefits and costs. Consequently, companies should be open to conflicts and acknowledge that conflict is very common in the workplace and to never try to avoid conflict or define conflict as an unacceptable behavior as employees will not be comfortable with opening up or speaking up when there is conflict. Also, whenever there is a sense of conflict, or potential to become conflict, amongst employees, superiors, managers, or those with authority within the organization should intervene as soon as possible to reduce the chances of the conflict or tension in the organization.

Recommendations for future research

The findings from this research study suggest there to be some recommendations for future research such that a larger sample size should be considered for future research as this will lead to a more accurate response as well as a broader overview of the participants in general.

Another suggestion would be to develop a mixed method study requiring both quantitative and qualitative methods to get a deeper understanding of the personality traits, the preferred conflict management style of just the definition of conflict in general.

Furthermore, as this research study was only able to study on two generations, it may be recommended to study further more on four generations, such that it will allow for comparison between the Big-Five personality traits between the four generations on conflict management style.

Lastly, if future research could consider looking at these variables from a different scope, such as from the managers view or the employees view regarding these variables to study whether there are any differences in the findings or not.



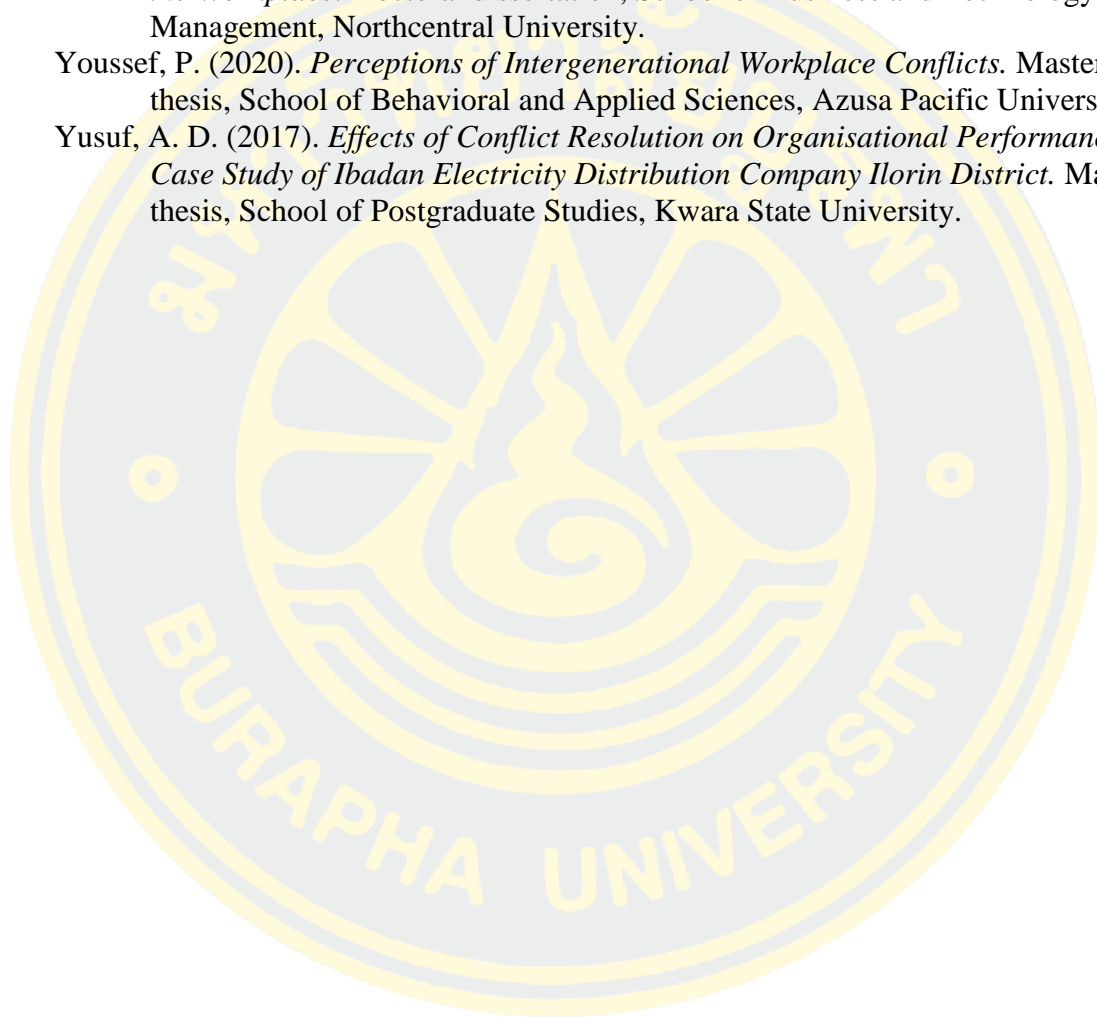
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Appendices



Appendix A
The results of reliability



The Results of the Reliability

Case Process Summary			
		N	%
Cases	Valid	30	100.0
	Excluded ^a	0	0.0
	Total	30	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.805	.843	42

Item Statistics			
	Mean	Std. Deviation	N
Openness 1	3.50	1.31	30
Openness 2	3.53	0.90	30
Openness 3	3.57	1.04	30
Conscientiousness 1	3.87	0.94	30
Conscientiousness 2	2.97	0.96	30
Conscientiousness 3	3.60	1.04	30
Extraversion 1	3.60	0.81	30
Extraversion 2	2.90	0.80	30

Extraversion 3	3.53	0.90	30
Agreeableness 1	4.03	0.85	30
Agreeableness 2	3.70	0.99	30
Agreeableness 3	3.77	0.94	30
Neuroticism 1	2.93	1.11	30
Neuroticism 2	2.97	1.19	30
Neuroticism 3	3.13	1.04	30
Baby Boomers 1	4.50	0.63	30
Baby Boomers 2	4.33	0.71	30
Baby Boomers 3	4.17	0.83	30
Generation X 1	4.17	0.87	30
Generation X 2	4.20	0.71	30
Generation X 3	4.27	0.74	30
Generation Y 1	4.43	0.77	30
Generation Y 2	4.50	0.68	30
Generation Y 3	4.17	0.79	30
Generation Z 1	4.37	0.72	30
Generation Z 2	4.63	0.61	30
Generation Z 3	4.57	0.73	30
Competing 1	2.90	1.03	30
Competing 2	3.43	0.94	30
Competing 3	3.07	0.98	30
Collaborating 1	4.33	0.61	30
Collaborating 2	4.33	0.61	30
Collaborating 3	3.80	1.03	30
Compromising 1	4.23	0.68	30
Compromising 2	3.87	0.82	30
Compromising 3	4.00	0.74	30
Avoiding 1	3.87	1.22	30
Avoiding 2	3.53	1.01	30
Avoiding 3	3.07	1.14	30

Accommodating 1	3.80	0.89	30
Accommodating 2	3.43	0.77	30
Accommodating 3	3.93	0.78	30

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Openness 1	156.0000	144.828	.325	.799
Openness 2	155.9667	150.930	.226	.802
Openness 3	155.9333	148.133	.297	.812
Conscientiousness 1	155.6333	152.102	.163	.804
Conscientiousness 2	156.5333	151.154	.196	.803
Conscientiousness 3	155.9000	156.369	-.027	.812
Extraversion 1	155.9000	153.748	.116	.805
Extraversion 2	156.6000	154.800	.065	.807
Extraversion 3	155.9667	158.861	-.129	.813
Agreeableness 1	155.4667	143.154	.632	.789
Agreeableness 2	155.8000	154.234	.062	.805
Agreeableness 3	155.7333	152.547	.144	.808
Neuroticism 1	156.5667	159.289	-.135	.817
Neuroticism 2	156.5333	156.464	-.038	.814
Neuroticism 3	156.3667	151.344	.168	.805
Baby Boomers 1	155.0000	147.931	.549	.795
Baby Boomers 2	155.1667	146.006	.595	.792
Baby Boomers 3	155.3333	143.264	.640	.789
Generation X 1	155.3333	143.816	.580	.791
Generation X 2	155.3000	146.631	.555	.791
Generation X 3	155.2333	148.047	.453	.793
Generation Y 1	155.0667	146.340	.524	.796
Generation Y 2	155.0000	147.793	.511	.795
Generation Y 3	155.3333	147.195	.464	.795

Generation Z 1	155.1333	150.809	.307	.800
Generation Z 2	154.8667	147.568	.589	.794
Generation Z 3	154.9333	142.823	.770	.787
Competing 1	156.6000	155.352	.013	.810
Competing 2	156.0667	147.306	.377	.797
Competing 3	156.4333	160.185	-.178	.816
Collaborating 1	155.1667	149.109	.490	.796
Collaborating 2	155.1667	148.144	.557	.795
Collaborating 3	155.7000	146.010	.388	.796
Compromising 1	155.2667	151.444	.289	.800
Compromising 2	155.6333	145.964	.510	.793
Compromising 3	155.5000	151.362	.264	.801
Avoiding 1	155.6333	153.137	.069	.810
Avoiding 2	155.9667	148.930	.276	.800
Avoiding 3	156.4333	147.289	.294	.800
Accommodating 1	155.7000	150.907	.232	.802
Accommodating 2	156.0667	151.582	.239	.802
Accommodating 3	155.5667	150.392	.298	.800

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
159.50	156.741	12.520	42



Appendix B

The results of IOC for questionnaire item evaluation



This questionnaire can be used as
research tool (Quantitative research)

- Acceptable
 Acceptable but need revision
 Not Acceptable

Signature: ศิริพร ตรีเลิศศิริ

Expert

9 / ธ.ค. / 2564

Content Validity Test IOC of Questionnaire (Quantitative Research)

Thesis Title Guidelines for Improving Effective Conflict Management
in the Workplace: A Case Study of ABC Company
Located in Laem Chabang, Chonburi

Researcher Name Metavee Chaum

ID Number 62740008

Major Master of Business Administration Program
(International Program # 22)

Telephone Number 095-5246932 **email** metavee.c@gmail.com

Advisor Dr. Supasit Lertbuasin



This questionnaire can be used as
research tool (Quantitative research)

- Acceptable
 Acceptable but need revision
 Not Acceptable

Signature: *[Handwritten Signature]*
 (Asst. Prof. Yordyins Thanayavee)
 Expert
 12 / March / 2021

Content Validity Test IOC of Questionnaire (Quantitative Research)

Thesis Title	Guidelines for Improving Effective Conflict Management in the Workplace: A Case Study of ABC Company Located in Laem Chabang, Chonburi	
Researcher Name	Metavee Chaum	
ID Number	62740008	
Major	Master of Business Administration Program (International Program # 22)	
Telephone Number	095-5246932	email metavee.c@gmail.com
Advisor	Dr. Supasit Lertbuasin	



This questionnaire can be used as
research tool (Quantitative research)

- Acceptable
 Acceptable but need revision
 Not Acceptable

Signature. *Surat*

Expert

Content Validity Test IOC of Questionnaire (Quantitative Research)

Thesis Title	Guidelines for Improving Effective Conflict Management in the Workplace: A Case Study of ABC Company Located in Laem Chabang, Chonburi	
Researcher Name	Metavee Chaum	
ID Number	62740008	
Major	Master of Business Administration Program (International Program # 22)	
Telephone Number	095-5246932	email metavee.c@gmail.com
Advisor	Dr. Supasit Lertbuasin	



Results of the Expert's Item Objective Congruence (IOC) Index Analysis

Independent Study Title: Guidelines for Improving Effective Conflict Management in the Workplace: A Case Study of ABC Company Located in Laem Chabang, Chonburi

Questionnaire used for data collection, in which the research has distributed the questionnaires out to experts as the following list:

1. Name: Assistant Professor Dr. Teetut Tresirichod
Academic Position: Professor
Institution: Graduate School of Commerce, Burapha University
2. Name: Assistant Professor Dr. Yordying Thanatawee
Academic Position: Professor
Institution: Graduate School of Commerce, Burapha University
3. Name: Dr. Surat Supichayangkul
Academic Position: Professor
Institution: Graduate School of Commerce, Burapha University

The researcher has set the Item Objective Congruence (IOC) Index of each item not less than 0.5. Refer to the summary table of the content validity test of questionnaire as follows:

-1 means inconsistent 0 means uncertain +1 means
consistent

Questions	Expert			IOC Result	Intepreted Results
	1	2	3		
1. Demographic Characteristics					
1.1 What is your gender? o Male o Female	1	1	1	1.00	Consistent
1.2 Between which years were you born in? o 1940-1959 o 1960-1979 o 1980-1994 o 1995-2010	1	1	1	1.00	Consistent
Questions	Expert			IOC Result	Intepreted Results
	1	2	3		
1.3 What is your ethnicity? o Caucasian o Hispanic or Latino o Native American or American Indian o Asian/Pacific Islander o Black or African American o Other	1	1	1	1.00	Consistent
1.4 What is your education level? o High school graduate or lower o Vocational/Associates degree o Bachelor's degree o Master's degree o Doctorate degree	1	1	1	1.00	Consistent
1.5 What is your marital status? o Single o Married o Divorced o Widowed o Separated	1	1	1	1.00	Consistent
1.6 How many years have you been employed with this organization? o 6 years of less o 7-12 years o 13-18 years o 19-24 years o 25 years or more	1	1	1	1.00	Consistent

Questions	Expert			IOC Result	Intepreted Results
	1	2	3		
1.7 What is your approximate average monthly income? o Less than 20,000 THB per month o 20,001 – 40,000 THB per month o 40,001 – 60,000 THB per month o 60,001 – 80,000 THB per month o More than 80,000 THB per month	1	1	1	1.00	Consistent
2. Big-Five Personality Traits (Openness)					
2.1 I see myself as someone who prefers non-routine tasks.	1	1	1	1.00	Consistent
2.2 I see myself as someone who often comes up with new ideas.	1	1	1	1.00	Consistent
2.3 I see myself as someone who has high creativity.	1	1	1	1.00	Consistent
3. Big-Five Personality Traits (Conscientiousness)					
3.1 I see myself as someone who is organized.	1	1	1	1.00	Consistent
3.2 I see myself as someone who does things thoroughly.	1	1	1	1.00	Consistent
3.3 I see myself as someone who remains relaxed in tense situations.	1	1	1	1.00	Consistent
4. Big-Five Personality Traits (Extraversion)					
4.1 I see myself as someone who is talkative.	1	1	1	1.00	Consistent
4.2 I see myself as someone who is sociable.	1	1	1	1.00	Consistent
4.3 I see myself as someone who is energetic.	1	1	1	1.00	Consistent
5. Big-Five Personality Traits (Agreeableness)					
5.1 I see myself as someone who tends to assume the best about others.	1	1	1	1.00	Consistent
5.2 I see myself as someone who does not start arguments with others.	1	1	1	1.00	Consistent
5.3 I see myself as someone who is compassionate and kindhearted.	1	1	1	1.00	Consistent

Questions	Expert			IOC Result	Intepreted Results
	1	2	3		
6. Big-Five Personality Traits (Neuroticism)					
6.1 I see myself as someone who is easily upset.	1	1	1	1.00	Consistent
6.2 I see myself as someone who is tense, and does not handle stress well.	1	1	1	1.00	Consistent
6.3 I see myself as someone who gets anxious easily.	1	1	1	1.00	Consistent
7. Generation Characteristics (Baby Boomers)					
7.1 By working hard, we can overcome any obstacle that life presents.	1	1	1	1.00	Consistent
7.2 I will do what it takes to complete the tasks, even if it means working more than eight hours per day.	1	1	1	1.00	Consistent
7.3 I see myself as a team player and highly value teamwork.	1	1	1	1.00	Consistent
8. Generation Characteristics (Generation X)					
8.1 If I could afford to buy all the things I desire, I would certainly buy everything I ever wanted.	1	1	1	1.00	Consistent
8.2 If I want something, I will pursue it.	1	1	1	1.00	Consistent
8.3 I prefer to work alone rather than working in groups.	1	1	1	1.00	Consistent
9. Generation Characteristics (Generation Y)					
9.1 I am open to new ideas and changes.	1	1	1	1.00	Consistent
9.2 I prefer an organization that provides me the opportunity to question or give direct input to senior staff.	1	1	1	1.00	Consistent
9.3 If I feel that my skills are not being developed, then I am likely to leave the organization.	1	1	1	1.00	Consistent

Questions	Expert			IOC Result	Intepreted Results
	1	2	3		
10. Generation Characteristics (Generation Z)					
10.1 I expect the organization which I work for to be up-to-date with the latest technology.	1	1	1	1.00	Consistent
10.2 I strongly believe in the effectiveness of communication to solve conflict and improve the world.	1	1	1	1.00	Consistent
10.3 I am not committed to an organization who treats me less than I deserve.	1	1	1	1.00	Consistent
11. Conflict Management (Collaborating)					
11.1 I try to investigate an issue with my colleagues to find a solution acceptable to all of us.	1	1	1	1.00	Consistent
11.2 When there is a conflict, I try to bring all my concerns and issues out in the open, and invite others to do the same, so that the issue can be resolved in the best possible manner.	1	1	1	1.00	Consistent
11.3 I try to incorporate my ideas with my colleagues' ideas to come up with a decision jointly.	1	1	1	1.00	Consistent
12. Conflict Management (Competing)					
12.1 I am usually firm in pursuing my side of the issue.	1	1	1	1.00	Consistent
12.2 I use my authority to make a decision in my own favor.	1	1	1	1.00	Consistent
12.3 I sometimes use my power to get my own way.	1	1	1	1.00	Consistent
13. Conflict Management (Compromising)					
13.1 At the end of a conflict, it matters to me that both my needs and the other person's needs have been met.	1	1	1	1.00	Consistent
13.2 I will try to find a combination of gains and losses that is fair for both of us.	1	1	1	1.00	Consistent
13.3 I usually propose a middle ground so that a compromise can be made.	1	1	1	1.00	Consistent

Questions	Expert			IOC Result	Intepreted Results
	1	2	3		
14. Conflict Management (Avoiding)					
14.1 I try to stay away from disagreement with my colleagues to avoid useless tensions.	1	1	1	1.00	Consistent
14.2 I try to avoid being “put on the spot” and keep my conflict with my colleagues to myself.	1	1	1	1.00	Consistent
14.3 I try to avoid open discussion of my differences with my colleagues.	1	1	1	1.00	Consistent
15. Conflict Management (Accomodating)					
15.1 I often go along with the suggestions of my colleagues.	1	1	1	1.00	Consistent
15.2 I sometimes sacrifice my own wishes for the other person’s wishes.	1	1	1	1.00	Consistent
15.3 I try to be considerate of my colleague’s wishes and desires when having to approach negotiations.	1	1	1	1.00	Consistent



Appendix C

Questionnaire (English version)



Graduate School of Commerce

Burapha University

169 Bangsaen Beach, Saensuk Sub-district, Mueang
District, Chonburi Province, Thailand

QUESTIONNAIRE
GUIDELINES FOR EFFECTIVE CONFLICT MANAGEMENT IN THE
WORKPLACE

Dear Participant,

You are invited to participate in a research study to explore the different types of conflict management strategies at the company as a part of the completion of the Master of Business Administration, Graduate School of Commerce, Burapha University. You will be asked to complete a closed-ended questionnaire which will take around 15 minutes to complete. In terms of the benefits of participation, we hope to learn and identify the different conflict management styles used in the organization in hopes to come up with a guideline to improve effective conflict management. There are no foreseeable risks associated with the participation to this research. Please answer all questions as honest as possible. All responses will be anonymous, so please do not write any individual identification (e.g., name) on the survey. All data will be secured on a password-protected computer to ensure the confidentiality of the data received. By completing this survey, it will indicate your consent in the participation. If you have any question or concerns about the study, you may contact Metavee Chaum at metavee.c@gmail.com. I would like to thank you for your time and contribution to the research.

Sincerely,

Metavee Chaum

Section A: Demographic Information

Kindly place a (✓) check mark in the box next to the answer of your choice.

1. What is your gender?
 Male Female
2. Between which years were you born in?
 1940-1959 1960-1979
 1980-1994 1995-2010
3. What is your ethnicity?
 White/Caucasian Hispanic or Latino
 Asian/Pacific Islander Other
4. What is your education level?
 High school graduate or lower Vocational/Associates degree
 Bachelor's degree Master's degree
 Doctorate degree
5. What is your marital status?
 Single Married Divorced
 Widowed Separated
6. How many years have you been employed with this organization?
 6 years or less 7-12 years 13-18 years
 19-24 years 25 years or more
7. What is your approximate average monthly income?
 20,000 THB per month or less
 20,001 – 40,000 THB per month
 40,001 – 60,000 THB per month
 60,001 – 80,000 THB per month
 More than 80,000 THB per month

Section B: The Big-Five Personality Traits

Given below are the statement associated with the Big-Five Personality Traits.

Kindly place a (✓) check mark in the box next to the answer of your choice.

Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

		SD	D	N	A	SA
No.	Questions	1	2	3	4	5
1	I see myself as someone who prefers who non-routine tasks.					
2	I see myself as someone who does things thoroughly.					
3	I see myself as someone who is compassionate and kindhearted.					
4	I see myself as someone who is sociable.					
5	I see myself as someone who is tense, and does not handle stress well.					
6	I see myself as someone who remains relaxed in tense situations.					
7	I see myself as someone who tends to assume the best about others.					
8	I see myself as someone who is easily upset.					
9	I see myself as someone who is talkative.					
10	I see myself as someone who often comes up with new ideas.					
11	I see myself as someone who gets anxious easily.					
12	I see myself as someone who does not start arguments with others.					
13	I see myself as someone who is energetic.					

		SD	D	N	A	SA
No.	Questions	1	2	3	4	5
14	I see myself as someone who is organized.					
15	I see myself as someone who has high creativity.					

Section C: Generations

Given below are the statement associated with characteristics of different generations.

Please answer only under the section which years you were born between.

Kindly place a (✓) check mark in the box next to the answer of your choice.

Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

Answer this section only if you were born between 1940-1959, otherwise please do not answer.

		SD	D	N	A	SA
No.	Questions	1	2	3	4	5
1	By working hard, we can overcome any obstacle that life presents.					
2	I will do what it takes to complete the tasks, even if it means working more than eight hours per day.					
3	I see myself as a team player and highly value teamwork.					

Answer this section only if you were born between 1960-1979, otherwise please do not answer.

		SD	D	N	A	SA
No.	Questions	1	2	3	4	5
1	If I could afford to buy all the things I desire, I would certainly buy everything I ever wanted.					
2	If I want something, I will pursue it.					
3	I prefer to work alone rather than working in groups.					

Answer this section only if you were born between 1980-1994, otherwise please do not answer.						
		SD	D	N	A	SA
No.	Questions	1	2	3	4	5
1	I am open to new ideas and changes.					
2	I prefer an organization that provides me the opportunity to question or give direct input to senior staff.					
3	If I feel that my skills are not being developed, then I am likely to leave the organization.					

Answer this section only if you were born between 1995-2010, otherwise please do not answer.						
		SD	D	N	A	SA
No.	Questions	1	2	3	4	5
1	I expect the organization which I work for to be up-to-date with the latest technology.					
2	I strongly believe in the effectiveness of communication to solve conflict and improve the world.					
3	I am not committed to an organization who treats me less than I deserve.					

Section D: Conflict Management

Given below are the statement associated with conflict management styles.

Kindly place a (✓) check mark in the box next to the answer of your choice.

Strongly Disagree (SD)	Disagree (D)	Neutral (N)	Agree (A)	Strongly Agree (SA)
1	2	3	4	5

		SD	D	N	A	SA
No.	Questions	1	2	3	4	5
1	I use my authority to make a decision in my own favor.					
2	I try to stay away from disagreement with my colleagues to avoid useless tensions.					
3	I will try to find a combination of gains and losses that is fair for both of us.					

		SD	D	N	A	SA
No.	Questions	1	2	3	4	5
4	I try to incorporate my ideas with my colleagues' ideas to come up with a decision jointly.					
5	I sometimes sacrifice my own wishes for the other person's wishes.					
6	I am usually firm in pursuing my side of the issue.					
7	I try to investigate an issue with my colleagues to find a solution acceptable to all of us.					
8	I often go along with the suggestions of my colleagues.					
9	I sometimes use my power to get my own way.					
10	I try to be considerate of my colleague's wishes and desires when having to approach negotiations.					
11	I try to avoid being "put on the spot" and keep my conflict with my colleagues to myself.					
12	At the end of a conflict, it matters to me that both my needs and the other person's needs have been met.					
13	When there is a conflict, I try to bring all my concerns and issues out in the open, and invite others to do the same, so that the issue can be resolved in the best possible manner.					
14	I try to avoid open discussion of my differences with my colleagues.					
15	I usually propose a middle ground so that a compromise can be made.					

Thank you for your participation.



Appendix D

Questionnaire (Thai version)



วิทยาลัยพาณิชยศาสตร์

มหาวิทยาลัยบูรพา

169 ถนนลงหาดบางแสน ตำบลแสนสุข

อำเภอเมืองชลบุรี จังหวัดชลบุรี

แบบสอบถาม

แนวทางประสิทธิภาพในการจัดการข้อขัดแย้งในสถานที่ทำงาน

เรียน ผู้เข้าร่วมงานวิจัย

ท่านได้รับเชิญให้เข้าร่วมงานวิจัยที่มีเป้าหมายเพื่อแสวงหากลยุทธวิธีรูปแบบต่างๆ ในการจัดการความขัดแย้งภายในบริษัท โดยเป็นส่วนหนึ่งของงานวิจัยหลักสูตรปริญญาบริหารธุรกิจมหาบัณฑิต วิทยาลัยพาณิชยศาสตร์ มหาวิทยาลัยบูรพา ท่านต้องทำแบบสอบถามปลายปิดซึ่งใช้เวลาประมาณ 15 นาที ในส่วนของประโยชน์ที่ได้รับจากการเข้าร่วมงานวิจัยนั้น เราหวังว่าท่านจะได้เรียนรู้และจำแนกการจัดการความขัดแย้งในรูปแบบต่างๆ ที่ใช้ภายในองค์กรเพื่อเป็นแนวทางปรับปรุงประสิทธิภาพการจัดการความขัดแย้งได้ การเข้าร่วมงานวิจัยครั้งนี้ไม่มีความเสี่ยงใดๆ กรุณาตอบคำถามทุกข้อตามความเป็นจริง จะไม่มีการเปิดเผยตัวตนของผู้ทำแบบสอบถาม ดังนั้น กรุณาอย่าเขียนชื่อคุณระบุตัวตนของท่าน (เช่น ชื่อ) ในแบบสอบถามนี้ ข้อมูลทั้งหมดจะเก็บไว้ในคอมพิวเตอร์ที่มีระบบป้องกันความปลอดภัยเป็นอย่างดีเพื่อให้แน่ใจว่าข้อมูลดังกล่าวนั้นจะถูกเก็บไว้เป็นความลับ การทำแบบสอบถามนี้ถือว่าท่านได้ให้ความยินยอมเข้าร่วมงานวิจัยแล้ว หากมีข้อสงสัยหรือข้อกังวลใดๆ เกี่ยวกับงานวิจัยนี้ โปรดติดต่อคุณเมธาวิ ชะอุ่ม ที่ metavee.c@gmail.com ข้าพเจ้าขอขอบคุณเป็นอย่างยิ่งที่ท่านได้สละเวลาและให้ความอนุเคราะห์ในการทำวิจัยครั้งนี้

ขอแสดงความนับถือ

เมธาวิ ชะอุ่ม



รับรองคำแปลถูกต้อง
Certified Correct Translation

1.3 มี.ค. 2564

(นายอาทิตย์ วงศ์บุญเรือง/Mr.Arthit Wongbunruang)
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ส่วน ก: ข้อมูลด้านประชากรศาสตร์

โปรดทำเครื่องหมาย (✓) ในช่องคำตอบที่ท่านเลือก

1. ท่านเป็นเพศใด?

- ชาย หญิง

2. ท่านเกิดช่วงปี พ.ศ. ไດ?

- พ.ศ. 2483-2502 พ.ศ. 2503-2522
 พ.ศ. 2523-2537 พ.ศ. 2538-2553

3. ท่านเป็นคนชาติพันธุ์ใด?

- ผิวขาว/คอเคเซียน สเปนหรือละติน
 เอเชีย/หมู่เกาะแปซิฟิก อื่นๆ

4. ท่านจบการศึกษาระดับใด?

- ระดับมัธยมศึกษาหรือต่ำกว่า ระดับอาชีวศึกษา/อนุปริญญา
 ระดับปริญญาตรี ระดับปริญญาโท
 ระดับปริญญาเอก

5. สถานภาพสมรสของท่านคือข้อใด?

- โสด สมรสแล้ว หย่าร้าง
 ม่าย แยกกันอยู่

6. ท่านทำงานกับองค์กรนี้มากี่ปีแล้ว?

- 6 ปีหรือต่ำกว่า 7-12 ปี 13-18 ปี
 19-24 ปี 25 ปีหรือมากกว่า

7. รายได้เฉลี่ยต่อเดือนของท่านอยู่ที่เท่าไร?

- 20,000 บาทต่อเดือนหรือต่ำกว่า
 20,001 – 40,000 บาทต่อเดือน
 40,001 – 60,000 บาทต่อเดือน
 60,001 – 80,000 บาทต่อเดือน
 มากกว่า 80,000 บาทต่อเดือน

ส่วน ข: บุคลิกภาพหลัก 5 ประการ

ต่อไปนี้เป็นข้อความเกี่ยวกับบุคลิกภาพหลัก 5 ประการ

โปรดทำเครื่องหมาย (✓) ในช่องคำตอบที่ท่านเลือก

ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	เป็นกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
1	2	3	4	5

ข้อที่	คำถาม	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	เป็นกลาง	เห็นด้วย	เห็นด้วย อย่างยิ่ง
		1	2	3	4	5
1	ฉันพบว่าตนเองเป็นคนที่ชอบทำงานแบบไม่ประจำ					
2	ฉันพบว่าตนเองเป็นคนที่ทำอะไรละเอียดรอบคอบ					
3	ฉันพบว่าตนเองเป็นคนที่เกรงใจและขี้สงสาร					
4	ฉันพบว่าตนเองเป็นคนที่ชอบเข้าสังคม					
5	ฉันพบว่าตนเองเป็นคนเครียด และจัดการกับความเครียดไม่ได้					
6	ฉันพบว่าตนเองเป็นคนที่ยังคงผ่อนคลายได้แม้ในสถานการณ์ตึงเครียด					
7	ฉันพบว่าตนเองเป็นคนที่มองแต่ด้านดีของคนอื่นไว้ก่อน					
8	ฉันพบว่าตนเองเป็นคนที่อารมณ์เสื่อง่าย					
9	ฉันพบว่าตนเองเป็นคนที่พุดคุยเก่ง					
10	ฉันพบว่าตนเองเป็นคนที่มักมีความคิดใหม่ๆ อยู่เสมอ					
11	ฉันพบว่าตนเองเป็นคนที่วิตกกังวลง่าย					
12	ฉันพบว่าตนเองเป็นคนที่ไม่หาเรื่องกับใครก่อน					
13	ฉันพบว่าตนเองเป็นคนที่มิพลัง กระฉับกระเฉง					
14	ฉันพบว่าตนเองเป็นคนที่มิระเบียบ					
15	ฉันพบว่าตนเองเป็นคนที่มีความคิดสร้างสรรค์สูง					

ส่วน ค: รุ่นอายุ

ต่อไปนี้เป็นข้อความเกี่ยวกับบุคลิกภาพของคนรุ่นต่างๆ

โปรดตอบคำถามเฉพาะส่วนที่ตรงกับปีเกิดของคุณเท่านั้น

โปรดทำเครื่องหมาย (✓) ในช่องคำตอบที่ท่านเลือก

ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	เป็นกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
1	2	3	4	5

ตอบคำถามในส่วนนี้กรณีที่ท่านเกิดช่วงปี พ.ศ. 2483-2502 เท่านั้น						
ข้อที่	คำถาม	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	เป็นกลาง	เห็นด้วย	เห็นด้วย อย่างยิ่ง
		1	2	3	4	5
1	เราสามารถเอาชนะอุปสรรคทุกอย่างในชีวิตได้หากเราทุ่มเททำงานหนัก					
2	ฉันจะทำทุกอย่างเพื่อให้งานเสร็จ แม้จะต้องทำงานเกินวันละ 8 ชั่วโมงก็ตาม					
3	ฉันพบว่าตนเองเป็นสมาชิกของทีมและให้ความสำคัญกับการทำงานเป็นทีมมาก					

ตอบคำถามในส่วนนี้กรณีที่ท่านเกิดช่วงปี พ.ศ. 2503-2522 เท่านั้น						
ข้อที่	คำถาม	ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	เป็นกลาง	เห็นด้วย	เห็นด้วย อย่างยิ่ง
		1	2	3	4	5
1	หากฉันสามารถซื้อทุกอย่างที่ปรารถนาได้ ฉันจะซื้อทุกอย่างที่ตัวเองอยากได้แน่นอน					
2	หากฉันอยากได้ของบางอย่าง ฉันจะต้องหามาให้ได้					
3	ฉันอยากทำงานคนเดียวมากกว่าทำงานกลุ่ม					

ตอบคำถามในส่วนนี้กรณีที่ท่านเกิดช่วงปี พ.ศ. 2523-2537 เท่านั้น						
		ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	เป็นกลาง	เห็นด้วย	เห็นด้วย อย่างยิ่ง
ข้อที่	คำถาม	1	2	3	4	5
1	ฉันเป็นคนที่เปิดรับความคิดใหม่ๆ และการเปลี่ยนแปลง					
2	ฉันอยากทำงานกับองค์กรที่ให้โอกาสในการถามข้อสงสัยหรือแจ้งข้อมูลให้พนักงานอาวุโสทราบโดยตรง					
3	หากฉันรู้สึกว่าได้ไม่ได้พัฒนาทักษะของตัวเอง ก็มีแนวโน้มที่ฉันจะออกจากองค์กรนั้น					

ตอบคำถามในส่วนนี้กรณีที่ท่านเกิดช่วงปี พ.ศ. 2538-2553 เท่านั้น						
		ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	เป็นกลาง	เห็นด้วย	เห็นด้วย อย่างยิ่ง
ข้อที่	คำถาม	1	2	3	4	5
1	ฉันคาดหวังให้องค์กรที่ทำงานด้วยนั้นก้าวทันเทคโนโลยีล่าสุดอยู่เสมอ					
2	ฉันเชื่อมั่นว่าประสิทธิภาพของการสื่อสารจะช่วยแก้ไขความขัดแย้งและพัฒนาโลกใบนี้ได้					
3	ฉันไม่ผูกมัดตัวเองไว้กับองค์กรที่ปฏิบัติต่อฉันในระดับต่ำกว่าที่ฉันสมควรได้รับ					

ส่วน ง: การจัดการความขัดแย้ง

ต่อไปนี้เป็นข้อความเกี่ยวกับรูปแบบการจัดการความขัดแย้ง

โปรดทำเครื่องหมาย (✓) ในช่องคำตอบที่ท่านเลือก

ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	เป็นกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง
1	2	3	4	5

		ไม่เห็นด้วย เลยถึง	ไม่เห็นด้วย	เป็นกลาง	เห็นด้วย	เห็นด้วย เลยถึง
ข้อที่	คำถาม	1	2	3	4	5
1	ฉันใช้อำนาจที่มีในการตัดสินใจเพื่อประโยชน์ของตัวเอง					
2	ฉันพยายามไม่ขัดแย้งกับเพื่อนร่วมงานเพื่อหลีกเลี่ยงความตึงเครียดโดยเปล่าประโยชน์					
3	ฉันจะพยายามหาส่วนได้ส่วนเสียที่ยุติธรรมกับทั้งสองฝ่าย					
4	ฉันพยายามผสานความคิดของตัวเองเข้ากับความคิดเพื่อนร่วมงานเพื่อใช้ในการตัดสินใจร่วมกัน					
5	บางครั้งฉันต้องเสียสละความปรารถนาส่วนตัวเพื่อให้คนอื่นสมปรารถนา					
6	ฉันมักหนักแน่นกับความคิดเห็นของตัวเอง					
7	ฉันพยายามตรวจสอบประเด็นปัญหาเกี่ยวกับเพื่อนร่วมงานเพื่อหาทางออกที่ทั้งสองฝ่ายยอมรับได้					
8	ฉันมักเห็นด้วยกับข้อเสนอแนะของเพื่อนร่วมงาน					
9	บางครั้งฉันใช้อำนาจเพื่อให้ได้ในสิ่งที่ฉันต้องการ					
10	ฉันพยายามเข้าอกเข้าใจความปรารถนาและความประสงค์ของเพื่อนร่วมงานหากต้องมีการเจรจาต่อรองกัน					
11	ฉันพยายามเลี่ยงการอยู่ในสถานการณ์ “ที่อึดอัดน่าลำบากใจ” และเก็บความขัดแย้งกับเพื่อนร่วมงานนั้นไว้เอง					
12	ในการยุติความขัดแย้งนั้น การที่ทั้งฉันและคนอื่นได้ในเรื่องที่ต้องการถือเป็นเรื่องสำคัญ					

		ไม่เห็นด้วย อย่างยิ่ง	ไม่เห็นด้วย	เป็นกลาง	เห็นด้วย	เห็นด้วย อย่างยิ่ง
ข้อที่	คำถาม	1	2	3	4	5
13	เมื่อเกิดความขัดแย้ง ฉันพยายามเปิดเผยข้อกังวลและ ปัญหาทั้งหมดของฉันออกมา และขอให้คนอื่นทำ แบบนี้เช่นกัน เพื่อให้ปัญหาได้รับการแก้ไขใน แนวทางที่ดีที่สุด					
14	ฉันพยายาม लेकरพูดคุยเรื่องที่เห็นต่างกับเพื่อน ร่วมงาน					
15	ฉันมักเสนอจุดยืนที่เป็นกลางเพื่อเป็นการ ประนีประนอม					

ขอบคุณที่ร่วมทำแบบสอบถาม



Appendix E
Plagiarism checking report

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BIOGRAPHY

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POSITION HELD 2014-2020: HR Generalist at Valmet Co., Ltd.
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