

CONFLICT MANAGEMENT STYLES AND PERSONALITY TYPES OF ADMINISTRATORS OF NURSING SCHOOLS IN ALBAY, PHILIPPINES

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Abstract— Conflict management styles and personality types are important aspects in the areas of leadership and management. This study was designed to determine the conflict management styles and personality types of administrators of nursing schools in Albay. Specifically, it tried to determine the degree of association between their conflict management styles and personality types, and to create a conflict management model. All the eleven administrators of nursing schools in Albay were taken as respondents. This study used questionnaire as the main data-gathering tool. The descriptive-correlational method was the research design used.

The administrators of nursing schools in Albay have the propensity to find solutions to conflict situations by fully satisfying the concerns of both conflicting parties. Interestingly, they have an aversion to avoidance or withdrawal from conflict situations. Moreover, they are inclined towards being directed inward to the inner world of thoughts, interests and imagination, and tend to take in information through the five senses by focusing on the here and now. They also tend to make decisions based primarily on logic and objective analysis of cause and effect, and prefer a planned and organized approach to work. There exists a significant relationship between “feeling” as a personality type and “compromising” as a conflict management approach. Conflict resolution in the workplace necessitates the adoption of a conflict management model to help resolve dysfunctional conflicts in the workplace.

Index Terms— conflict, conflict management, conflict management styles, personality types, administrators, nursing schools

I. INTRODUCTION

One of the areas in management that is the focus of attention of management scholars is conflict management. Early on, conflict was considered to be an indication of poor organizational management, was deemed destructive, and was avoided at all costs. However, the current sociological view is that organizational conflict should neither be avoided nor encouraged, but managed. [1]

There has been this prevalent thought that one's personality determines the type of conflict-handling techniques that he will likely use in dealing with conflict.[2] Personality development is influenced by one's choices and decisions (free will) as well as by his interactions and roles (social field theory).[3]

Indeed, essential part of leadership and management is how to deal with organizational conflict of varying nature and degree. This is where the true character of an effective leader and manager will be put to acid test. And it is in this context that this study was conceptualized and pursued.

II. MAIN TEXT

Conflict management styles and personality types are important aspects in the areas of leadership and management.

This study was designed to determine the conflict management styles and personality types of administrators of nursing schools in Albay. Specifically, it tried to determine the degree of association between conflict management styles and personality types and to design a conflict management model to enhance the conflict management skills of the respondents. All the eleven administrators of nursing schools in Albay were taken as respondents. This study used questionnaire as the main data-gathering tool which was largely based on Thomas-Killman Model of conflict management styles [4] and Myers-Briggs Type Indicator of personality types. [5]

The descriptive-correlational method was the research design used. The primary conflict management style of administrators of nursing schools in Albay was integrating with an average weighted mean of 4.24 while the back-up conflict management style was compromising with an average weighted mean of 3.73. The least-preferred conflict management style was avoiding with an average weighted mean of 2.45. Based on the ranking of the average weighted mean of the five conflict management styles, the most preferred conflict management style used by the administrators of nursing schools in Albay is integrating This style is appropriate to use frequently in a team environment. Integrating skills include the ability to use active or effective listening, confront situations in a non-threatening way, analyze input, and identify underlying concerns. [6]

Their back-up conflict management style, the one that ranks second among the five conflict management styles, is compromising with an average weighted mean of 3.73. The implication is that these administrators may also use compromising in resolving organization conflict. This simply means that they may likely ‘negotiate with their co-workers so that compromise can be reached’, ‘use “give-and-take” technique’, or ‘propose a middle ground for breaking deadlocks’. [7]

Their least preferred conflict management style is avoiding which means that when confronted with a conflict situation, these administrators will “sometimes” ‘attempt to avoid being “put on the spot” and try to keep their conflict with their co-workers to themselves’, ‘avoid open discussion of their differences with their co-workers’, or ‘try to keep their disagreements with their co-workers in order to avoid hard feelings’.

There are many conflict situations that should be handled with one of the other four conflict management strategies rather than collaboration. Administrators who are very skilled

at conflict management are able to understand interpersonal conflict situations and use the appropriate conflict management strategy for each situation: [8]

Conflict Management Styles	WM	AD
A. Integrating	4.24	O
B. Obliging	3.45	S
C. Dominating	3.21	S
D. Avoiding	2.51	S
E. Compromising	3.73	O

TABLE I. CONFLICT MANAGEMENT STYLES OF ADMINISTRATORS OF NURSING SCHOOLS IN ALBAY N - 11
WM – Weighted Mean AD – Adjectival Description
O – Often S – Sometimes

The administrators of nursing schools in Albay are introverts (3.47 Weighted Mean) which implies that they possess a certain degree of balance in personality, with a little inclination towards being introverts. They attend to present opportunities, and their use of common sense and practical solutions is automatic-instinctual to them which makes them sensing administrators (4.18). Likewise, they rely on thoughts and accept conflict as natural, normal part of relationships with people so they are more of “thinking administrators” (4.16). Moreover, they are predominantly “judging administrators” (4.18) as shown by their tendency to set schedules and organize their lives (judgment).

Personality Types	WM	AD
A1. Introvert	3.47	S
A2. Extrovert	3.13	S
B1. Sensing	4.02	O
B2. Intuitive	3.45	S
C2. Feeling	3.45	S
D1. Judging	4.18	O
D2. Perceiving	2.82	S

TABLE II. PERSONALITY TYPES OF ADMINISTRATORS OF NURSING SCHOOLS IN ALBAY N - 11
WM – Weighted Mean AD – Adjectival Description
A – Always O – Often S – Sometimes

The computed value between feeling as a personality type and compromising as a conflict management style resulted in significant correlation between the former and the latter. All the other variables along personality types were not significantly related to the other variables along conflict management styles. By implication, this means that the feeling type of personality will likely use compromising as a conflict management style.

TABLE III. DEGREE OF ASSOCIATION BETWEEN CONFLICT MANAGEMENT STYLES AND PERSONALITY TYPES

Personality Types	Conflict Management Styles				
	Integrating	Obliging	Dominating	Avoiding	Compromising
Introvert	.092	-.325	.347	.282	-.208
	.788	.330	.296	.401	.539
Extrovert	-.488	-.595	-.040	.309	-.086
	.128	.054	.908	.356	.801
Sensing	.182	.268	-.424	-.086	.468
	.592	.426	.194	.802	.146
Intuitive	-.002	-.060	.186	.057	-.240
	.994	.860	.585	.867	.477
Thinking	.308	-.072	-.078	.232	.189
	.357	.833	.819	.493	.577
Feeling	-.230	-.210	-.599	.196	.639*
	.496	.536	.051	.564	.034
Judging	-.110	.090	.433	-.109	-.326
	.748	.792	.184	.750	.328
Perceiving	-.525	-.178	-.201	-.324	.078
	.097	.601	.554	.331	.819

The conflict management model features the following steps: defining the conflict, gathering the information, generating possible solutions, evaluating possible solutions, developing an action plan, developing a contingency plan, implementing a solution, and learning from the experience, to help resolve dysfunctional conflicts in the workplace.

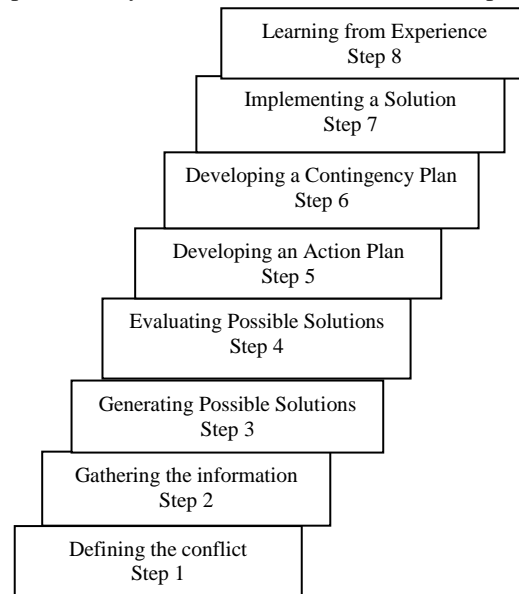


Fig. I. Conflict Management Model

III. CONCLUSIONS

The administrators of nursing schools in Albay have the propensity to find solutions to conflict situations by fully satisfying the concerns of both conflicting parties. In all likelihood, they may dig into an issue to identify the underlying concerns and find an alternative that meets both sets of concerns. Interestingly, they have an aversion to avoidance or withdrawal from conflict situations. The administrators of nursing schools in Albay are inclined towards being directed inward to the inner world of thoughts, interests and imagination, and tend to take in information through the five senses by focusing on the here and now. They also tend to make decisions based primarily on logic and objective analysis of cause and effect, and prefer a planned and organized approach to work and life in general. There exists a significant relationship between “feeling” as a personality type and “compromising” as a conflict management approach. Conflict resolution in the workplace necessitates the adoption of a conflict management model that features eight-step process: defining the conflict, gathering the information, generating possible solutions, evaluating possible solutions, developing an action plan, developing a contingency plan, implementing a solution, and learning from the experience, to help resolve dysfunctional conflicts in the workplace.

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