

**THE INFLUENCING AND CONFLICT RESOLUTION STYLES OF MIDDLE
LEVEL MANAGERS OF FILAMER CHRISTIAN COLLEGE**

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by:

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ABSTRACT

This study investigated the influencing and conflict resolution styles of middle level managers of Filamer Christian College (FCC) for the school year 2005-2006. It attempted to determine the personal characteristics of middle level managers and their influencing and conflict resolution styles. Further, it aimed to find out if personal characteristics of middle level managers are associated with their influencing and conflict resolution styles. This study also determined if the influencing styles of these managers are associated with their conflict resolution styles.

The descriptive-relational study utilized a self-constructed and validated questionnaire to gather data. The study population included all the forty (40) middle managers of Filamer Christian College (FCC) comprising of deans, department heads, coordinators, directors, unit administrators, principals, and officers-in-charge of the different units.

The data gathered were computer-processed and analyzed. Statistical tools used in data analysis were frequency distribution, mean, percentage, and Cramer's V to study variations between and among variables.

The results showed that the majority of FCC middle managers were married, middle-aged with a mean age of 44.75 years, female, master's degree holders and with less than ten years administrative experience, the mean being 7.38 years. They have the tendency to employ the "coaching" and "supporting" styles of influencing their subordinates and the "collaborating" style in resolving conflicts within their respective units.

It was found out that middle managers who were below forty years old, and single tend to coach and direct their subordinates, while female and non-MA holder managers with less than ten years administrative experience tend to coach and support subordinates. On the other hand, middle managers who were married and over forty years tend to coach and support, while their male counterparts with over ten years of administrative experience were inclined to coach, support, and direct subordinates. Holders of master degrees employed the coaching, directing, supporting, and delegating styles of influencing subordinates.

For conflict resolution styles, middle managers who were married, below forty years old and with less than ten years administrative experience were inclined to collaborate and compete, while middle managers who were single, non-MA holders, above forty years old, and with more than ten years administrative experience tend to collaborate and avoid when resolving conflicts. Male middle managers also tend to

collaborate, but they do not avoid and compete for conflict management, while their female counterparts also collaborate, but avoid and compete when managing conflict.

Managers who avoid conflict, were supportive of their subordinates. They do not direct their subordinates. On the other hand, managers who compete for conflict resolution direct their subordinates. They usually do not coach, support, nor delegate. The proportions of managers who collaborate, delegate, coach, support, and direct are about the same.

The data further show that the personal characteristics of middle managers of Filamer Christian College are significantly associated with their influencing styles and conflict resolution styles. Likewise, their influencing styles are also significantly associated with their conflict resolution styles.

Age is significantly related to the influencing styles and conflict resolutions styles of middle managers of Filamer Christian College. The older the manager is, his tendency is to coach subordinates and to collaborate when conflicts arise. Male middle managers tend to avoid conflicts while female middle managers tend to compete when resolving conflicts.

Regardless of whether the middle manager is male or female, single or married, master's degree holder or doctorate, the tendency is to employ the coaching and supporting styles of influencing their subordinates. Whether the middle manager is single or married, master's degree holder or doctorate, and with long or short administrative experience, the tendency is to collaborate with concerned parties if there is conflict in their unit.

Middle managers who have the tendency to avoid conflict influenced their subordinates by being supportive. Those who have the tendency to compete direct and support their subordinates, while those who have the tendency to collaborate, coach and support their subordinates.