

EAC

DE LA SALLE UNIVERSITY

CONFLICT MANAGEMENT STYLES AND ORGANIZATIONAL CLIMATES IN NINE DIOCESAN HIGH SCHOOLS IN ANTIQUE:

SAN JOSE

A Thesis
Presented to
the Faculty of the Graduate School
De La Salle University

In Partial Fulfillment
of the Requirements for the Degree
Master of Science in Education Management

by
Ana Linda O. Santos
May, 1990



DE LA SALLE UNIVERSITY

TABLE OF CONTENTS

	PAGE
ACKNOWLEDGMENT	i
CHAPTER	
1. INTRODUCTION	1
Review of Related Literature	5
Theoretical Framework	32
Objectives of the Study	39
Significance of the study	39
Scope and Limitations of the Study	41
2. RESEARCH METHODOLOGY	43
Repondents	43
Instrumentation	45
Procedures for Gathering of Data	54
Data Analysis Procedures	54
3. PRESENTATION AND ANALYSIS OF DATA	56
Principals' Choice of Conflict Management Styles	56
Principal A	56
Principal B	60
Principal C	61
Principal D	66
Principal E	68
Principal F	72



DE LA SALLE UNIVERSITY

CHAPTER	PAGE
Principal G	74
Principal H	78
Principal I	82
The Conflict Management Styles of the Diocesan High School Principals	83
The Appropriateness of the Diocesan High School Principals Choice of Conflict Management Styles	89
Organizational Climates of the Diocesan High Schools	91
School A	91
School B	100
School C	102
School D	110
School E	124
School F	132
School G	140
School H	148
School I	157
Organizational Climate of the Diocesan High Schools as a Whole	165
4. SUMMARY. CONCLUSIONS AND RECOMMENDATIONS	170
Summary	171
Conclusions	172



DE LA SALLE UNIVERSITY

	PAGE
Recommendations	173
BIBLIOGRAPHY	175
APPENDICES	179
A. Information Sheet	179
B. A Portion of the Thomas-Kilmann Conflict Mode Instrument	180
C. Questionnaire Form B Conflict Handling Styles	181
D. Organizational Climate Description Questionnaire	189

LIST OF TABLES

TABLE		PAGE
1	Profile of the Diocesan High School Principals in Antique by Personal Variables School Year 1989-1990	44
2	Distribution of the Teachers in the Diocesan Schools in Antique. School Year 1989-1990.	45
3	Scoring of the Thomas-Kilmann Conflict Mode Instrument	49
4	The Situational Conflict Handling Questionnaire Grid	52
5	The Organizational Climate Description Questionnaire Grid	53
6	Principal A's Choice of Conflict Management Styles.	57



DE LA SALLE UNIVERSITY

		PAGE
7	Appropriateness of Principal A's Choice of Conflict Management Styles . . .	59
8	Principal B's Choice of Conflict Management Styles	62
9	Appropriateness of Principal B's Choice of Conflict Management Styles . . .	63
10	Principal C's Choice of Conflict Management Styles	64
11	Appropriateness of Principal C's Choice of Conflict Management Styles . . .	65
12	Principal D's Choice of Conflict Management Styles	67
13	Appropriateness of Principal D's Choice of Conflict Management Styles . . .	68
14	Principal E's Choice of Conflict Management Styles	70
15	Appropriateness of Principal E's Choice of Conflict Management Styles . . .	71
16	Principal F's Choice of Conflict Management Styles	73
17	Appropriateness of Principal F's Choice of Conflict Management Styles	75
18	Principal G's Choice of Conflict Management Styles	76
19	Appropriateness of Principal G's Choice of Conflict Management Styles	78
20	Principal H's Choice of Conflict Management Styles	80
21	Appropriateness of Principal H's Choice of Conflict Management Styles	81



DE LA SALLE UNIVERSITY

		PAGE
22	Principal I's Choice of Conflict Management Styles	84
23	Appropriateness of Principal I's Choice of Conflict Management Styles	85
24	The Principals' Choice of Conflict Handling Styles. School Year 1989-1990	86
25	The Appropriateness of the Principals' Choice of Conflict Management Styles. School Year 1989-1990	91
26	The Organizational Climate of School A as Perceived by the Teachers. School Year 1989-1990	93
27	The Organizational Climate of School B as Perceived by the Teachers. School Year 1989-1990	103
28	The Organizational Climate of School C as Perceived by the Teachers. School Year 1989-1990	110
29	The Organizational Climate of School D as Perceived by the Teachers. School Year 1989-1990	118
30	The Organizational Climate of School E as Perceived by the Teachers. School Year 1989-1990	126
31	The Organizational Climate of School F as Perceived by the Teachers. School Year 1989-1990	134
32	The Organizational Climate of School G as Perceived by the Teachers. School Year 1989-1990	142
33	The Organizational Climate of School H as Perceived by the Teachers. School Year 1989-1990	151



DE LA SALLE UNIVERSITY

	PAGE
34 The Organizational Climate of School I as Perceived by the Teachers, School Year 1989-1990	159
35 The Organizational Climate of the Diocesan High Schools in Antique School Year 1989-1990	166

LIST OF FIGURES

Figure	PAGE
1 The Five Conflict Management Styles	35
2 The Six Prototypes of Organizational Climate	38
3 A Paradigm of Descriptive Analysis of the Principals' Conflict Management Styles and the Schools' Organizational Climates	40

