

# **MANAGEMENT PRACTICES AND CONFLICT MANAGEMENT STYLES OF THE ADMINISTRATORS IN EARIST MANILA**

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## **INTRODUCTION**

Management plays a unique role in modern society. It regulates our productive activities achieve the objectives of an organization or institution. Arun Kumar & Rachara Sharma (2000) emphasized the management principles of Unwick and Brech by saying that no ideology, no political theory can win greater output with lesser efforts, but only sound management. Managing is one of the most important human activities within an organization. From the time human beings began firming social organizations to accomplish aims and objectives they could not accomplish as individuals, managing has been essential to ensure the coordination of individual efforts. As society continuously, relied on group effort, and as many organized groups have become large, the task of managers has been increasing in importance and complexity. Henceforth, good management practices has become crucial in the way managers manage complex organizations (Olum, 2004). institutions and basically every unit of society that aims to achieve common goals and targets with maximum output.

The Philippine government through its 1987 Constitution and several international instruments explicitly recognizes that education as a human right. Specifically, the Constitution establishes the right of education with the following

provisions:

In fact, higher education is provided by facilities owned by the national and local government, private individuals or corporations, religious groups, state universities. According to the latest figures from the Commission on Higher Education, revealed that as of August 2010, there were 1,573 private and 607 public universities and colleges in the Philippines.

This poses as a great challenge to higher education institution and school administrators not only in EARIST Manila but all state universities throughout the Philippines. Even in scarcity of resources, there is a need to upgrade not only the facilities but also their management practices. Excellent management practices equate with sound conflict management styles. In an ailing economy and health system, every person in the society plays a significant role by empowering them and actively participating to achieve common goals for the betterment of the education and economy as a whole.

In relation to this only dearth studies were directed to management practices and conflict handling styles of the administrators in EARIST Manila. It is in the context that encouraged the researcher to look into the management practices of administrators in EARIST Manila with the end view of proposing a

training program to improve their current management practices and conflict management styles.

### **Statement of the Problem**

This study aims to determine the relationship of the management practices and conflict management styles of administrators of Eulogio "Amang" Rodriguez Institute of Science and Technology (EARIST) Manila campus with the inputs of proposing a training program.

Specifically, the study attempts to answer the following question:

1. How do the respondents assess the management practices of administrators in EARIST Manila as perceived by the

administrators themselves and the personnel in terms of:

1.1 Planning;

1.2 Organizing;

1.3 Directing;

1.4 Evaluating?

2. Is there a significant difference on the perceptions of administrators themselves and the personnel on the management practices of administrators in EARIST Manila?

3. What are the conflict management styles of administrators in EARIST Manila as perceived by the administrators themselves and the personnel in terms of:

3.1 Competing/Controlling Styles;

3.2 Accommodating Styles;

3.3 Avoiding Styles;

3.4 Collaborating Styles;

3.5 Compromising Styles?

4. Is there a significant relationship between the management practices and conflict management styles of the administrators of EARIST Manila?

5. Based on the findings of the study, what training program may be proposed?

### **METHODOLOGY**

To come up with necessary facts and figure regarding the management practices and conflict management styles of the administrators in EARIST Manila, the descriptive method of research is used. The descriptive method is conducted to describe systematically a situation that focuses on area of interest factually and accurately. These include population census studies, public opinion surveys, status studies, task analysis studies, questionnaire and interview studies, observation studies, job description, surveys of literature, documentary analysis, critical incident reports, normative data.

This method is suitable in a manner that entails survey and description of presented facts and circumstances of the management practices and conflict management styles of the administrators in EARIST along with the analysis and integration of information.

This study tried to look at the following variables of EARIST administrators profile on political, on economic, and social.

The first part of the questionnaire is regarding the profile of EARIST

administrators contained the following variables in terms of age, sex, civil status, educational attainment. The second part of the questionnaire contained the following variables on the management practices of the administrators in terms of planning, organizing, directing and evaluating. The third part of the questionnaire contained the significant differences between perceptions of the administrators themselves and the personnel on the management practices of the administrators in EARIST Manila. The fourth part contained the following variables on the conflict management styles in terms of competing/controlling style, accommodating style, avoiding style, collaborating style and compromising style. The fifth or the last part of the questionnaire contained the significant relationship between the management practices and conflict management styles of the administrators in EARIST.

All facts and information were collected by the means of questionnaire.

### **Population and Sampling**

**Table 1**

#### **Distribution of Respondents of the Administrators and Personnel**

<b>Designation</b>	<b>Population</b>	<b>Sample</b>	<b>Percentage</b>
Administrators	46	2	4.3
Personnel	240	24	10
Total	284	26	9.1

This table shows that the population and sample size of this study of the

administrators is 46 and 2 with the percentage of 4.3. The population and sample size of the personnel is 240 and 24 with the percentage of 10. The total population and sample size of this study is 286 and 26 with the percentage of 9.1%.

### **Respondents of the Study**

The respondents of the study as shown in the following tables. Based on a demographic profile of the administrators and personnel in EARIST Manila.

Table 2 depicts the distribution of respondents by age.

**Table 2**

#### **Respondent by Age**

<b>AGE</b>	<b>Frequency (f)</b>	<b>Percentage (%)</b>	<b>Rank</b>
20-30 years	7	26.92	2
31-40 years	3	11.54	4
41-50 years	4	14.38	3
51-60 years	11	42.50	1
61-above	1	3.85	5
Total	26	100.00	

As depicted in the data, majority of the respondents fall under the age bracket of 51-60 years old with a frequency of 11 or 42.30 percent: 7 or 26.92 percent in 20-30 years; 4 or 15.38 percent in 41-50 years; 3 or 11.54 percent in 31-40 percent and 1 or 3.85 percent in 61 above, respectively.

Table 3 illustrates the respondents by gender/sex.

**Table 3**

**Respondent by Gender/Sex**

Gender	Frequency (F)	Percentage (%)	Rank
Male	7	26.92	2
Female	19	73.07	1
Total	26	100.00	

As illustrated in the table, the respondents were male with a total frequency of 7 or 26.92 percent and female with 19 or 73.07 percent.

Table 4 reflects the respondent by civil status

**Table 4**

**Respondent by Civil Status**

Civil Status	Frequency (F)	Percentage (%)	Rank
Single	9	34.61	2
Married	17	65.38	1
Separated	0	0	3.5
Divorced	0	0	3.5
Total	26	100.00	

As reflected in this table, 17 or 65.38 percent were married; 9 or 34.61 percent were single while separated and divorce is both Zero. Table 5 indicates the respondents by educational attainment

**Table 5**

**Respondent by Educational Attainment**

Education al Attainment	Frequency (F)	Percentage (%)	Rank

t			
Collage Graduate	20	76.92	1
Master's Degree	5	19.23	2
Doctorate	1	3.85	3
Total	26	100.00	

As gleaned in the table, there were 20 or 76.92 percent were collage graduate; the master degree were 5 or 19.23 percent and the doctorate were 1 or 3.85 percent only.

**Table 6**

**Respondent by Length of Service**

Length of Service	Frequency (F)	Percentage (%)	Rank
0-13 Years	12	46.15	1
14-26 Years	6	23.08	3
27-39 Years	7	26.92	2
40-Above	1	3.85	4
Total	26	100.00	

As pertained in the table, 12 or 46.15 percent of respondents with a length of service of 0-13 years of service; 7 or 26.92 percent were the personnel with 27-39 years of service; 6 or 23.08 percent were in 14-26 years of service and 1 or 3.85 percent in 40 years and above in service.

**Research Instrument**

The survey questionnaire as the tool for data gathering of the study will be divided into three parts as follows:

**Part I:** Demographic Profile of the respondents which includes age,

gender, civil status, educational attainment, position held and the length of service.

**Part II:** Management practices of EARIST administrators. The perception of the groups of respondents was sought on the extent of occurrence the management practices of administrators of EARIST Manila, along 1) planning as to setting goals and making decision; 2) organizing as to determining functions and relationship, assigning tasks and delegating authority; 3) directing as to leadership and communication, staff development, motivating subordinates; and 4) evaluating as to establishing controls and job performance.

**Part III:** Conflict Management Styles of the administrators in EARIST Manila. The perception of the groups of respondents was sought on the extent of occurrence of the conflict management styles of administrators of EARIST Manila, in terms of 1) Competing/Controlling Style; 2) Accommodating Style; 3) Avoiding Style; 4) Collaborating Style and 5) Compromising Style. The five-point Likert Scale will be used and its interpretations is described as follows:

Scale	Verbal Interpretation	Symbol	Range
5	Excellent	E	4.20-5.00
4	Very Good	VG	3.40-4.19
3	Good	G	2.60-3.39
2	Satisfactory	S	1.80-2.59
1	Unsatisfactory	US	1.00-1.79

## DATA GATHERING PROCEDURE

The following procedure will be undertaken in the conduct of this study.

1. The permission was sought from the authorization of concerned authorities to administer the instruments, the researchers furnished a letter of permission to the Office of Human Resource Development and to the respective colleges in EARIST Manila upon acceptance and receiving endorsement. 2. The researchers were responsible for furnishing and distributing the questionnaire to the respondents with the assistance of an individual from EARIST HR Department and

to the colleges who engender coordination to all staff

concerned for dependable distribution and retrieval of

questionnaire.

3. The questionnaire was validated first related to the study before distributed it.

4. The questionnaire will be administered and retrieved from the respondents from the departments of EARIST Manila.

5. Data gathered were tabulated and subjected for statistical treatment.

6. Data collected were analyzed, statistically treated and interpreted.

### Statistical Treatment of Data

The gathered data will be subjected to the following statistical tools:

1. **Percentage.** is used to determine the proportion in relation to a whole. In this study, it will be used to compare the distribution of the group of respondents in relation to: age, gender, civil status, present position, length of service and highest educational attainment. The formula is (Pagoso and Montana, 2004)

$$\% = f/N * 100$$

where:

psi = percentage

f = frequency

N = number of respondents

## 2. Weighted Mean

This will be used to get the average frequency of the responses in each weighted item. Average mean was used in determining the availability of support and assistance given to the EARIST Administrators and Personnel.

### Formula:

$$\overline{x} = (\Sigma fx) / N$$

Where:

$\overline{x}$  . Weighted mean

$\Sigma$  - summation

f- Frequency

N - total number of respondents

\*- weight of the scale

## 3. Z Test

This will be used for the two samples. It is necessary that the sample must be independent. Two samples are independent if a sample

taken from one population is unrelated with another sample taken from another population.

Formula:

$$z = \frac{\overline{x}_1 - \overline{x}_2}{\sqrt{((s_{\{1\}}^2)/n_{\{1\}}) + ((s_{\{2\}}^2)/n_{\{2\}})}}$$

Where:

X = weighted mean

xy = val of particular item or observation

w = weight or number of observations of the same

values

$\Sigma wx$  = sum of weights or the numbers or observations of the same values.

## Presentation and Interpretation of Data

Sub - problem no. 1. What are the management practices of administrators in EARIST Manila as perceived by the administrators themselves and the personnel in terms of: (1) Planning, (2) Organizing, (3) Directing, and Evaluating? (4)

### 1.1. Planning

#### 1.1.1 Setting Goals

As shown in table 7, the composite means for planning in setting goals. These indicators were ranked as follows. "Evidence of objective criteria for measuring performance" (WM = 3.88) interpreted rank 1; "Provision of clear - cut policies for task responsibility and accountability" (WM = 3.85) rank 2; "Evidence of well formulated mission

of statement, philosophy, goals and objectives" (WM = 3.81) rank 3; "Evidence of formal deliberation" (WM = 3.73) rank 4.5; and "Evidence of ability to forecast status of institutional environment" (KM = 3.73) rank 4.5, respectively.

**Table 7**

**Overall Weight Mean of the Management Practices of the Administrators in EARIST Manila**

Indicator	Weighted Mean	Verbally Interpreted	Rank
Planning	3.75	VG	1
Organizing	3.67	VG	2
Directing	3.62	VG	3
Evaluating	3.55	VG	4
Total Composite Mean	3.65	VG	

As shown in this table, the overall weighted mean of the management practices and conflict management styles of the Administrators in EARIST Manila as stated by the following indicators. In planning, 3.75 ranked 1; organizing, 3.67, ranked 2; directing, 3.62 ranked 3; and evaluating, 3.55 ranked 4; The verbal interpretation of the following indicators are the both the same. The overall weighted mean of this table is 3.65 with the verbal interpretation is "Very Good".

To assess the problem, the management practices of the administrators needs planning at all times to make EARIST be organized.

Sub - problem no. 2. Is there a significant difference on the perceptions of administrators themselves and the personnel on the management practices of administrators in EARIST Manila?

**Table 8**

**Significant Difference Between Administrators and Personnel on Management Practices of Administrators**

Indicator	Administrators			Personnel		
	WM	VI	Rank	WM	VI	Rank
Planning	3.98	VG	1	3.56	VG	3
Organizing	3.7	VG	4	3.65	VG	1
Directing	3.82	VG	2	3.58	VG	2
Evaluating	3.8	VG	3	3.49	VG	4
Total Composite Mean	3.82	VG		3.57	VG	

As table shown, the significant difference between administrators and personnel on the management practices as ranked as follows with the weighted mean of the

administrator of the following: in planning, there were 3.98 ranked 1; directing, 3.82 ranked 2; evaluating 3.8, ranked 3; and organizing is 3.7 ranked 4; with the total composite mean of 3.82. The verbal interpretation is both "very good".

On the personnel, the weighted mean of the following indicators are the following: in organizing; 3.65 ranked 1; directing 3.58 ranked 2; planning 3.56 ranked 3 and evaluating 3.49 ranked 4 with the overall weighted mean of 3.57. The verbal interpretation is both "Very Good".

Sub - problem no. 3. What are the conflict management styles of administrators in EARIST Manila as perceived by the administrators themselves and the personnel in terms of" 1) Competing/Controlling Styles 2) Accommodating Styles 3) Avoiding Styles 4) Collaborating Styles 5) Compromising Styles?

**Table 20**

**Conflict Management Styles of the Administrators in EARIST Manila.**

Indicator s	Weigh ted Mean	Verball y Interpr eted	Ra nk
Competing and Controlli ng Styles	3.61	VG	3. 5

Acommodat ing Styles	3.61	VG	3. 5
Avoiding Styles	3.69	VG	1
Collabora ting Styles	3.58	VG	4
Compromis ing Styles	3.65	VG	2
Composite Mean	3.67	VG	

As table shown, the weighted mean of the conflict management styles of the administrators were stated by the following indicators as ranked as follows. The avoiding style were 3.69, ranked 1; compromising style 3.65; competing/controlling and accommodating style were the same with 3.61 and collaborating style with 3.58; with the overall weighted mean of 3.67. The verbal interpretation was both "Very Good".

**SUMMARY OF FINDINGS**

the EARIST Administrators as

The study on the management practices and conflict management styles of perceived by the personnel and the administrators elicited the following results to wit:

1. The management practices of the administrators and personnel in



EARIST were assessed that it needs planning at all times to make a good and organized management in EARIST.

2. On the significant difference between management practices and conflict management styles of the administrators are the findings on the data are as follows in planning the hypothesis is accepted; in organizing, the hypothesis is not accepted; in directing and evaluating the hypothesis is both accepted also.

3. On conflict handling styles, the EARIST administrators and personnel needs the avoiding style to avoid the conflicts that affects on the management in EARIST.

4. On Significant Relationship between the management practices and conflict management styles of the Administrators in EARIST Manila, the interpretation are both significant and the findings of both management practices and conflict management styles hypothesis was accepted. were the

## **Conclusions**

The study had come up with the following conclusions based on its findings.

1. Majority of the respondents are in the fifties mostly female, married, with educational qualifications of College Graduate

or Bachelor's degree. It showed that the respondents are in mature age, well qualified.

2. There was a difference between the administrators and personnel on administrators administrators' planning the and personnel perception in terms of of management practices in terms the the of planning and organizing. Administrators described it as "very good" while the personnel rated it as "very good" planning and organizing are management practices performed by administrators while on the other hand; the personnel were the mere implementers.

3. There were significant differences on the perception of the administrators and personnel on the conflict management styles of the administrators perceived themselves as avoiding by observing its higher means. In resolving conflicts, the administrators believed that they are assertive and cooperative. On the other hand, the personnel perceived their administrators as individuals who pursue their own concerns at the other person's expense or uses power to win one's own position in managing conflicts.

4. There was no significant difference on the perception of the respondents between the management practices and conflict

management styles of the administrators in EARIST Manila.

5. The perception of the respondents showed that there is a significant correlation between the conflict management styles that the respondents perceived as a collaborator. This means that administrators, who were already in their mature age when faced with situations where in they have to resolve conflicts, would attempt to satisfy the concerns of both persons and try to find a creative solution to an interpersonal problem. Likewise, the more mature is the administrator, the more tolerant and flexible he is settling conflicts.

6. Respondents perceived that administrators' conflict handling styles are positively correlated to their management practices as collaborators; and administrators who are avoiders will likewise negatively correlate with their management practices.

### **Recommendations**

In the light of the findings and conclusions of the study, the researchers propose the following recommendations:

1. Administrators should undertake make monthly evaluation of their departments and submit such evaluation to the President of

EARIST. The EARIST President thereafter may further assess the needs and submit such report/request to the Commission on Higher Education and the Department of Budget and Management for funding allocation.

2. Trainings and seminars may be conducted to empower the personnel with skills and knowledge on their jobs.

3. Recruitment and hiring may be based on qualification of applicants. Employee promotion may also be based on performance and qualification to be able to extract the best applicant for EARIST.

4. EARIST Human Resource Department may conduct trainings and seminars for EARIST administrators on conflict management and upgrade their skills on personnel management. The state university may conduct a seminar or training on conflict handling situations and provide social gatherings or department activities to enhance open communication and develop camaraderie among employees. This could unwind the employees and strengthen their relationship, develop their trust and confidence, thereby providing a harmonious atmosphere in the organization.

5. Conduct a similar study on

management practices and conflict management styles in other state universities within the National Capital Region. This study say assess institute's facilities and equipment and their relevance to the current situation of EARIST. Another study may also be conducted to provide insights on how other state universities in NCR emerge into accreditation of the state universities and outsourcing of funds from the private individuals and non-government organization. This would provide inspiration to the EARIST Administrators, personnel, and key officials of the local government units to look forward and be strong in there will be to upgrade the current situation of EARIST. This step would benefit the administrators but also the personnel and to the students to reach the goal of a quality education and efficient services in EARIST.

