The study seeks to determine the relationship between personal attitudes and conflict management styles between Thai and non-Thai school workers. According to the assumption that communication conflicts occur among Thai and non-Thai school workers because there are differences between their personal attitudes that consequently lead to the different styles used in managing conflicts.

The subjects for this study were categorized into two independent groups with culture and language differences that distinguished one from the other. The two groups were, 157 Thai and 143 non-Thai school workers in Bangkok based international school system, in which English is the working language. The instrument used to measure personal attitude was Self-Attitude Inventory (SAI) and the instrument used to measure conflict managing styles was Organizational Communication Conflict Instrument (OCCI).

The findings indicated that:

1. Non-Thai respondents have higher self-esteem than Thai respondents and they tended use more solution-orientation style while Thai respondents are likely to use more of nonconfrontation style in dealing with conflict.

2. Male respondents obtained lower social-approval in Self-Attitude Inventory (SAI) compared to females in both groups with statistical significances at the level of .05.
3. Respondents with higher education level tend to have high confidence in both groups with F-test values that lower than a .05 set for level of significance.

4. Both groups were found to receive similar level of self-esteem when classified by four different levels of age with no statistical significant difference.

5. Thai respondent with higher work experiences are likely to have high confidence with a received F value that lower than a .05 set for level of significance.

6. Gender and Age have no significant relationship with styles used in dealing with conflict.

Correlation between personal attitude and conflict managing strategies was found that there was no significant relationship between popularity and conflict managing styles in Thai respondents and there was no significant relationship between self-esteem and solution-orientation and control styles among non-Thai respondents.

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