

Abstract

This research investigated the relationship between types of organizational culture, conflict management styles and team effectiveness. The study utilized Cooke and Szumal's (1993) study of organizational culture, which classified organizational culture into three types, constructive, passive-defensive, and aggressive-defensive. This study also employed Rahim's (1985) five conflict management styles, which are accommodating, avoiding, compromising, collaborating, and competing. Team effectiveness was the dependent variable in this research.

The sample for this study was selected from among white collar employees working for Charoen Pokphand Foods, PLC. A total of 450 questionnaires were distributed to the employees using convenience sampling, and 394 questionnaires were considered valid for data analysis.

The findings showed that there was a strong relationship between organizational culture and team effectiveness and a moderate relationship between conflict management styles and team effectiveness. Further analysis showed that there was a strong relationship between constructive type of organizational culture and team effectiveness. In addition, there was a moderate relationship between Aggressive-Defensive type of organizational culture and team effectiveness. However, no relationship was found between Passive-Defensive type of organizational culture and member satisfaction and viability.

While the study found positive relationships between collaborating, compromising and accommodating styles of conflict resolution and team effectiveness, no such relationship was established between competing and avoiding conflict management styles and job performance and member satisfaction. This conclusion supports what has been found by several researchers who have conducted studies on conflict management in the Thai context

Based on the findings, the researcher offered recommendations to the company, and suggestions for further study.