This study determined the conflict management strategies of executives in different government agencies in Ilocos Sur in the different management process of planning, organizing, directing and evaluating.

More specifically, it answered the following questions: 1) What are the prevailing conflict strategies followed by government executives in managing conflicts in general situations?; 2) What is the dominant conflict management style followed by executives in the management process of planning, organizing, directing and evaluating; 3) Are the administrators’ conflict strategies in general situations in line with conflict management styles applied in the management process of planning, organizing, directing and controlling; 4) Are the administrators’ sex, age, and educational attainment and monthly income related to their conflict handling strategy in the process of planning, organizing, directing and evaluating?

**Methodology**

This study is descriptive research that utilized the survey and analytical techniques. The survey questionnaire elicited the prevailing conflict management strategy followed by the executives. The analytical process employed correlational procedures to determine the relationships between the hypothesized independent and dependent variables.

There are 48 respondents involved who were drawn from eight government agencies in Bantay and Vigan, Ilocos Sur. The questionnaire was the major data-gathering instrument.

The statistical treatment of data made use of the following techniques:

1) For the respondent-related variables (i.e. educational attainment, civil status, age, sex, monthly income and civil
2) On the determination of the prevailing conflict strategies used by the government executives the Friedman’s Two-way Analysis of Variance by Ranks was used.

3) To identify the relationship of the administrator’s prevailing conflict strategy in general situations to that of their most frequently used strategy in the management processes of planning, organizing, directing and evaluating the Kendall’s coefficient of concordance was used. The x² was used to test the significance of W.

4) Pearson r of correlation was used to determine the relationship of the administrator’s conflict handling strategy in the management process to their age, sex, educational attainment and monthly income.

**Findings:**

Problem 1

This problem delved on the profile of government executives in the eight government agencies.

The results indicated that the executives in the different agencies studied are bachelors degree holders, married who are 40.77 years old, female, with an average monthly income of P12, 666.66 and civil service eligible’s.

Problem 2

Differences on the prevailing conflict strategy used by government executives in handling conflicts in their organization in general situations and in the management processes.

a) **General Situations.** The administrators conflict strategies differ with smoothing strategy the most prevailing followed by confronting, compromising, withdrawing and forcing being the least strategy adopted as indicated by Friedman’s $x^2 = 79.63$ is grater than the $x^2 .05$ level of significance.

   On a per agency bills, confronting is the prevailing style among BIR heads, smoothing and confronting for COA, and smoothing for chiefs of DAR, DENR, DILG, DPWH, DTI and NFA.

b) **Planning.** The administrators’ strategies in resolving conflicts in the planning process differ significantly with smoothing as the most dominating, followed by compromising, confronting, withdrawing and forcing the least preferred as indicated by $x^2 r$ of 67.62 which is greater than the .01 level of significance.
Agency chiefs at BIR, COA, DAR, DENR, DPWH, DILG NFA and DTI are using smoothing while chiefs at DILG are using smoothing and compromising while heads at NFA are using forcing, smoothing and compromising styles.

c) **Organizing.** The conflict management styles of executives in organizing differ significantly with smoothing the most frequently used followed by compromising, confronting, withdrawing and forcing the least preferred strategy as affirmed by the $x^2$r of 17.25 which is higher than the .01 level of significance. Smoothing conflict handling style is used by chiefs of BIR, COAM DAR, DENR, DILG, DPWH and NFA while compromising is used by DTI chiefs.

d) **Directing.** Smoothing is the most prevailing conflict strategy used by the administrators followed by forcing, compromising, confronting and withdrawing the least preferred style which was supported by the $x^2$r of 240.68 which is beyond the .01 level of significance. Agency heads of BIR, COA, DAR, DENR, and DTI use the smoothing while heads at NFA use forcing in handling conflicts in directing process. The common styles used by chiefs at DILG and DPWH in handling conflicts in directing are forcing and smoothing.

e) **Evaluating.** In the process of evaluating the administrators’ conflict resolving strategy differ significantly with smoothing as the dominant style followed by confronting, compromising, forcing and withdrawing the least used strategy as indicated by the $x^2$r of 82.24 which is greater than the .01 level of significance. Forcing is used by BIR chiefs, while smoothing style is used by heads of COA, DAR, DENR, DILG, DPWH, DTI and NFA.

Problem 3

Reliability of administrators’ conflict handling strategy in general situations to conflict resolving strategies in the management processes.

a) **Planning.** The government executives use forcing in planning activities or project advantageous to the organization both in general and specific situations as indicated by the Kendall Coefficient of Concordance, W or .95 with a $x^2$ of 7.6 which is less than the .05 level of significance.

b) **Organizing.** In organizing managers are more humanistic in general situations. They are also humanistic in specific situations, however, they don’t sacrifice human relations at the expense of the realization of organizational goals as
affirmed by the Kendall coefficient of concordance \(W = 0.95\) with a \(x^2\) of 7.6 which is less than the .05 level of significance.

c) **Directing.** Managers use forcing in managing conflicts in directing to translate plans into action by the human resources. However, in specific situations its either they give up their personal goals and relationships just to maintain cooperation as indicated by the Kendall Coefficient of Concordance \(W = 0.70\) with a \(x^2\) value of 5.6 which is below the .05 level of significance.


d) **Evaluating.** The executives overpower and force others in controlling general situations, however, in specific situations they tend to forget both their personal.

e) Goals and relationships with organization members so as to pursue established performance standards as indicated by the Kendall coefficient of concordance \(W = 0.70\) with a \(x^2\) value of 5.6 which is below the .05 level of significance.

Problem 4

Relationship between administrators’ age, sex, salary and educational attainment to their conflict handling strategies.

a) Income is significantly correlated to forcing strategy of administrators in the process of planning \((r = 0.292)\)

b) Administrators’ sex is negatively correlated to smoothing strategy adopted in organizing \((r = 0.41)\).

c) Income is significantly correlated to the confronting strategy of administrators in organizing \((r = 0.432)\).

d) Sex of the administrators’ is significantly correlated to their withdrawing strategy in evaluating \((r = 0.307)\).

e) Income is significantly correlated to the administrator’s conflict strategy of compromising in the process of evaluation \((r = 0.29)\).

f) The administrators’ educational attainment is significantly correlated to compromising strategy in handling conflicts in evaluation \((r = 0.35)\).

Conclusions

1. There are differences in the prevailing conflict strategies of government executives in general situations and in the management processes of planning, organizing, directing and evaluating.