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Conflict Resolution Styles Among Filipino Seafarers: Inputs to a Conflict Management Program

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Abstract - *The study anchored on the assessment of the most commonly encountered sources of conflict on board the ship and the conflict management styles among Filipino seafarers. Researchers conducted a survey among Filipino seafarers of different groups – the top management, operations officers and the rank and file by the use of descriptive method of research utilizing the triangulation approach. Researchers used the standardized and widely used Thomas Kilmann conflict Mode Instrument (TKI) to determine and understand the conflict management approaches of maritime professionals while at work on board the ship,. This focuses on the five conflict management styles namely Collaborating, Competing, Compromising, Accommodating, and Avoiding. Results revealed that the most dominant among the conflict management styles of the groups of respondents is collaborating and the least practiced is the compromising. However, the most effective management style depends on the conflict situation. When the conflict is properly managed, conflict maybe a source of novel, creative and innovative ideas which can be potential to promote positive change. Results form basis of the improvement of the Conflict Management Program for Seafarers.*

Keywords - *conflict management styles, Collaborating, Competing, Compromising, Accommodating, Avoiding, conflict management program*

INTRODUCTION

Conflict situations are considered important aspect of human lives. They are encountered both by individuals or groups particularly in various work settings when the interests, beliefs, ideologies, needs, goals or values of involved parties oppose with one another. Study of Myatt (2012) affirmed that conflict can come from a variety of sources and thus conflict can happen as a result of conflicting goals or priorities. Bao et al (2016) confirmed that conflict is inevitable; it is negative when it leads to violence, undermines the communication relationship between the parties involved in the conflict, stimulates people to become uncooperative, or prevents the parties from addressing real issues or problems. However, the conflict can be a positive creative force, when it increases communication, releases stored feelings, leads to the solution of problems, results in the growth of the relationship between parties in conflict, or improves performance.

Among Maritime professionals, conflicts also arise. Like others, they have differences in style in accomplishing their job, lack of supplies, overload work, personal problems and differences in background and experiences, and their goals and motives in accomplishing their tasks, personality clashes among others. Other reasons for conflict to arise such as limited resources — time, money, space, materials, supplies, and equipment are all valuable resources, competition, conflict of interest . Conflict can be helpful in making necessary changes within the home or work environment. However, unresolved conflict can result in feelings of dissatisfaction, unhappiness, hopelessness, depression, and other emotions and it can result in behaviors such as physical or emotional withdrawal, resignation from jobs, dissolution of personal relations, aggression, and even violence (Foster, 2014).

Due to these conflict situations, there are conflict resolution approaches or styles that are now being emphasized in several seminars and trainings given to maritime professionals. Since conflict is a part of human life and is inevitable in work organizations, this needs resolution. The process of managing conflict to achieve constructive rather than destructive results is clearly essential to organizational success, the most common of these were conceptualized by Thomas and Kilman (in McCarthy, 2017): collaborating

approach where the focus is to develop a win-win solution that meets everyone's needs; competing when the person in conflict takes a firm stand, competes with the other person for power, and typically win; compromising when each person in the conflict gives up something that contributes towards the conflict resolution; accommodating where one of the individuals gives up what he /she wants so that the other person can have what he/she wants; and avoiding approach when people who use this style tend to accept decisions without question, avoid confrontation, and delegate difficult decisions and tasks (Kodikal et al., 2014).

The researcher deemed this study necessary for beyond the education and training gained by the maritime professionals, there is a need to improve their whole personality and well being for them to be not only ably fit to work but also become a part of the harmonious organizations whose purpose is to work concertedly for the progress of their companies. Inputs to the formulation of a conflict management program specifically designed for seafarers that maybe considered by the concerned persons responsible in securing people relationships for the benefit of the workforce necessary in maritime industry.

OBJECTIVES OF THE STUDY

The main objective of this research is to find out the conflict resolution approaches effectively applied by Maritime professionals while on board the ship. Specifically, it aims to determine the most common reasons why conflicts occur among maritime officers and ratings on board the ship; assess the conflict management styles employed by the three groups of respondents; test if there is significant relationship between the responses of the three groups and recommend inputs to the enhancement of conflict management program among Maritime practitioners.

METHODS

Research Design

The descriptive type of research was utilized in the study. The descriptive research requires factual information that is accurate, correct, and devoid of personal prejudiced judgment. It will be used to describe and analyze the conflict management style of Filipino top managers, operation managers and rank and file maritime professionals. The research design used in this study is descriptive quantitative research with the use of research triangulation, the use of parametric data, interviews and some documents relative to the conflict management styles and related studies which substantiate this study. This design described and interpreted the meaning of the data.

Procedure

The study targeted three (3) major groups of respondents from over the country, to wit: 45 (29.22%) Management (captain, chief engineer, chief officer, second engineer); 45 Operation Officers (2nd officer, 3rd officer, 3rd engineer, 4th engineer) (29.22%) and 64 rank and file (boatswain, AB seamen, deck and engine cadets, fitter, oiler, wiper, OS, electrician, etc. (41.59%). Total population is 154. Purposive sampling thru crowd sourcing was done to get target samples from the list of active Filipino seamen, those who are present during the distribution of the instrument and who can be contacted thru email or facebook.

Instrument

The main instrument used in the study is the standardized and widely used Thomas Kilmann conflict Mode Instrument (TKI) to determine and understand the conflict management approaches of maritime professionals while at work on board the ship. This focuses on the five conflict management styles namely Collaborating, Competing, Compromising, Accommodating, and Avoiding. Researcher designed a self-structured questionnaire to get the profile of the respondents with respect to their highest educational attainment, to determine the frequency of the number of years of experience in the maritime profession, seminars related to conflict management attended, their rank or position in the ship and their most number of years of experience in the maritime profession, common reasons why conflicts occur among maritime professionals. Thomas-Killmann Instrument (TKI), a short test that determined individual conflict resolution profiles. The TKI was found wide acceptance, with more than 4,000 scholarly articles on various aspects of its use worldwide (Gleeson, 2019). The Thomas Kilmann Conflict Mode Instrument is a model for handling conflict.

Data Gathering Procedures

The researchers presented the proposal to the Research council. Part 1 instrument was crafted and validated , then distributed to the intended respondents. Review of several related literature and findings from previous studies was done in order to get pertinent information for the enrichment of the discussion of this paper. Instruments were either personally given or

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emailed or sent thru face book messenger to the respondents .Interviews were done as part research triangulation aside from the documents available and data gathered , to substantiate and verify the findings of this study. The results of these gathered data were presented in tabular form where the frequency and percentage distribution and ranking and weighted mean were employed. Tabular results were then interpreted and analyzed.

Data Analysis

The data collected were encoded, classified and tabulated for analysis. The use of frequency and percentage distribution were utilized in interpreting the results in finding answers to most items included in objective no. 1. Percentage distribution was also used for multiple answers regarding the seminars related to conflict management attended by the seafarers as well as the and causes of conflict faced by Maritime professionals while on board the ship. The use of ranking system and mean average were also employed to treat the data collected in this study, Analysis score sheet for conflict management questionnaire was done by following the prescribed formula and steps for that particular instrument. In testing the difference among the groups of respondents, one-way analysis of variance (ANOVA) using post hoc test (Scheffe) was utilized.

Ethical Considerations

In this study, the researchers took into consideration that every respondent has read, understood the consent form and accepted the terms of the study before participating. Confidentiality of the participants' personal information was given utmost importance. The researchers did not force any of the participants to answer questions they do not want to. Ethical consideration was also applied in the related literature gathered in this study by citing their appropriate sources.

RESULTS AND DISCUSSION

Based from the gathered data, the following are the most common causes of conflict among officers among the three groups of respondents from the management group, operations and the rank and file.

The top frequency count goes to the items : Poor working conditions which include miscommunication with the highest percentage of 91.55%,), unfair labor practices lack of supplies in the ship (tools, spare parts and equipment, food, medicines, etc.) (85.06%), individual differences (language, religion, customs and

beliefs) (78.57%), incompetence of crew and officers (61.69%) and poor management (from principal to officers on board the ship (60.38%).

Table 1. Percentage Distribution of the Common Causes of Conflict in the Ship

Common causes of Conflict Encountered in the Ship	F	P	R
Poor management (from principal to officers on board the ship)	93	60.38	6
Poor working conditions	141	91.55	1
Unfair labor practices of manning agency	69	44.81	8
Insult / derogatory remarks from superiors, subordinates, or peers	65	42.20	10
Inefficiency in job performance	55	35.71	12
Competition /Professional jealousy	67	43.51	9
Incompetence of crew / officers	95	61.69	5
Individual Differences (language, religion, customs and beliefs)	61	39.61	11
Lack of time for rest and relaxation	121	78.57	4
Work stress related	136	88.31	2
Family concerns/problems	131	85.06	3
Insufficient knowledge on updated rules, regulations and	54	35.06	13
Policies governing the Maritime industry	76	49.35	7

Multiple Response

Based on the data gathered and the interviews conducted from respondents, miscommunication among the ship's working team from the captain of the ship/ chief engineer (the top management) up to rank and file usually becomes the cause of conflict. Most often the head of each department fails to coordinate properly with his team as regard to specific duties particularly when the officer has inadequacy in the use of common language and incompetence in disseminating the necessary information to be cascaded to the team members or subordinates. The value of communication therefore is indispensable. Study of Agarwal and Garg (2012) proved that the hallmark of effective communication is the coherent verbal projection of ideas, so that the listener receives the intended. In organizations where formal and informal communication exists, "communication within organization" plays a vital role in structuring the organizational activities, objectives, company policies and strategies.

Incompetence is also one aspect of miscommunication. The lack of knowledge and competence of the officer or subordinate in a particular work affects the smooth operations in the ship. This created conflict among the concerned parties also, the lack of knowledge and technical know how in the use of technology in ship operations also hinders communication in the ship. This is one of the reasons why the STCW (2010) includes the use of technology in providing education and training to future maritime professionals. The seaman must be adept with the use of technology to be at par with globally competitive professionals and to ensure safety of life at sea, therefore. It provided for the Introduction of modern training methodology including distance learning and web-based learning in training the seafarers. Good communication skills (speaking, listening, reading and writing) among officers and crew members facilitate the smooth sailing of the ship's operational processes.

Another cause of conflict among maritime professionals is too much overtime work is another main factor which causes conflict among ship personnel and crew members. This usually occurs when there are special tasks to be done particularly during emergencies, bunkering, ship dry docking, loading and unloading, and other specific situations which the seafarers have to accomplish the job urgently to within time frame. Due to so much stress to accomplish job order on time, the seafarers most often have conflict with fellow workers or the officer in command. Most often they have to assert their conflict management conflict style or adjust to other's style to maintain a harmonious relationship sometimes sacrificing their principle and the value of self care and self esteem. Whenever people have work overload they can be shown with these signs like over sleepy, they become ill, not interested in anything as a result intellectual calibre will suffer. Study of Divakar (2015) claimed that whenever people have work overload they can be shown with these signs like over sleepy, they become ill, not interested in anything as a result intellectual calibre will suffer.

Lack of supplies in the ship (food, medicines, safety equipments and gears, tools, spare parts and equipment, etc.) is also one major causes of conflict. The chief cook and the purchase officer with the directive of the captain are responsible in the food supplies. There is sometimes a conflict as to the food served to different people in the ship. What is served to them should be taken by everybody if one has to survive months of sailing. Lack of medicines, aside from the absence of a medical practitioner in the ship is one of the problems in most ships. Some seamen encounter sickness and debilitating illness due to work stress, climate and accidents, but they have to wait for the ship to come to the port for them to be delivered to the hospital or medical center for medical assistance and likewise to wait for the replacement of the ill seaman.

Individual differences is also one major cause of conflict such as difficulty in the use of universal language which is English. Most often, the international shipping includes different nationalities on board the ship and therefore their inadequacy in the language use causes stress among seamen, they do not just easily understand each other which hamper the performance of their duties and the communication process. Differences in religious beliefs and customs practices also pose conflicts particularly when both parties argue in these respects. They need interpreters and mediators to let each other understand themselves. Individuals may face unique opportunities and challenges from their involvement in multiple organizational.

Poor management of officers deployed in the ship reflect the shipping agencies or the principal companies' management as a whole. The master of the ship, the captain, together with the chief engineer, are the ones responsible in keeping the ship in smooth sailing. In the absence of a good leader, no company will prosper. The company's supervision and monitoring of the kind of management the officers have while on board the ship are tantamount to the success of the ship operations and productivity, hence lessen conflict among the seafarers at work. It should be underscored that these people will be satisfied if their needs and concerns in the ship are properly addressed and if they are properly motivated or inspired to pursue their personal and company goals. All these contribute to work stress .

Family issues and problems got the 3rd highest weighted mean. This affect greatly the working conditions of the seafarers. When individuals struggle to maintain and satisfy the demands placed on them by both the work and family domains, an imbalance may occur. Work-family conflict can be defined as a source of stress resulting from irreconcilable pressure from the work and family spheres (Carlson et al., 2000).

Those which got the lowest frequency are: delayed salary (22.22%), lack of recreation (35.06), insult / derogatory remarks from superiors/subordinates(35.71), lack of respect to superiors and subordinates(37.01). Delayed salary also is not a problem among most of the maritime professionals.. Although, too much work is one of the major causes of conflict, the respondents have accepted the fact that they will not have much recreation time to

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conform with the number of hours they have to work as scheduled. Some prefer to work overtime in exchange of overtime work. These items which lessen conflict among seafarers are those which should also be given due attention by the respondents because they may also lead to serious problems.

In summary, there are several factors that causes conflict or stress in the workplace. Stress is a result of a reaction of an employee when certain demands, pressures and professional aspects have to be faced at the work place which does not match their knowledge levels there by posing a challenge and threat to the capabilities of the employees thus creating a struggle for existence in the workplace (William & Cooper, 2002). This claim is supported by asserting that there are various ways how the human efficiency in brought low, one of the reasons is stress: work overload, work underload, fear, technology, being workaholic, and

work place bullying (Divakar, 2015). It is quite evident that conflicts occur in organizations as a result of competition for supremacy, leadership style, scarcity of common resources, etc., hence reduce staff job satisfaction, productivity or service rendered (Abiodun, 2014). Likewise, identifies the basic causes of conflicts in organizations such as poor communication, maltreatment of employees, inadequate in the reward system of the organization, favoritism and nepotism. Other causes of conflicts are lack of adequate resources to share equally, the presence of stress and sexual harassment. Author concluded that the positive and negative implication of conflicts to organizations such as decline in productivity and absence of employee retention capacity among others and that the adverse effects of conflicts could be averted through improved working condition, the ability to properly disseminate information (Isa, 2015).

Table 2. Conflict Management

Conflict management Style	Man			OP			RF		Over-all	
	I	R	WM	VI	R	WM	VI	R	VI	R
1. I need to attain excellent results and cannot be limited by others	1.78	MA	1.75	MA	1.89	MA	1.81	MA		
2. When conflicts arise I usually stand on my principles	2.09	MA	2.20	MA	2.19	MA	2.16	MA		
3. When pursuing my priorities I am usually firm and not swayed by others	2.16	MA	2.35	MA	2.32	MA	2.28	MA		
4. Once I have taken a position I don't like to have others try to talk me out of it	3.26	A	2.90	A	3.54	A	3.23	A		
5. After I have made a decision I defend it strongly	2.06	MA	2.25	MA	2.14	NT	2.15	MA		
Competing	**2.27**	**MA**	**2.29**	**MA**	**MA**	**A**	**2.33**	**MA**		
1. I am always willing to listen to other's opinions, but I also want to give them mine	1.73	MA	1.70	MA	1.84	MA	1.76	MA		
2. I am always willing to consider other people's opinions, but I make my own decisions	2.39	MA	2.45	MA	2.65	A	2.50	A		
3. During conflict I immediately work to get everyone's concerns out in the open	2.26	MA	2.55	A	2.24	MA	2.35	MA		
4. When there is a conflict I make a point of presenting my view and I invite others to do the same	2.32	MA	2.30	MA	2.35	MA	2.33	MA		
5. I am a decision maker, but I make a point of listening to others to find the best solution possible	1.94	MA	2.10	MA	1.97	MA	2.00	MA		
Avoiding	**2.13**	**MA**	**2.22**	**MA**	**2.21**	**MA**	**2.19**	**MA**		
1. I often make slight modifications in my goals to meet other people's needs	2.21	MA	1.95	MA	2.62	A	2.26	MA		
2. When a conflict arises I am usually willing to adjust my priorities to reach a resolution	2.08		2.45	MA	2.00	MA	2.18	MA		
3. During a conflict I try to find some compromise	2.47	A	2.60	A	2.51	A	2.53	A		
4. When viewpoints are opposed, I generally propose a middle ground	2.39	A	2.30	,MA	2.35	MA	2.35	MA		
5. I like to meet other people half-way	2.31	A	2.35	MA	2.30	MA	2.32	MA		
Accommodating	**2.29**	**MA**	**2.33**	**MA**	**2.36**	**MA**	**2.33**	**MA**		
1. If people don't respect my opinion, I keep it to myself	2.70	A	2.80	A	2.51	A	2.67	A		
2. When a conflict occurs I tend to back out of the situation and do something else.	3.36	A	3.45	A	3.46	A	3.42	A		
3. Differences of opinion are not always worth worrying about, so I usually avoid them	3.04	A	2.95	A	3.16	A	3.05	SA		
4. I try to avoid people who have strong opinions	3.79	SA	3.80	SA	3.78	SA	3.79	A		
5. I often keep to myself because most things are not worth arguing about	2.87		2.80	A	2.81	A	2.83	A		

Table 2 (cont). Conflict Management

Conflict management Style	Man			OP			RF		Over-all	
	I	R	WM	VI	R	WM	VI	R	VI	R
Collaborating	**3.15**	**A**	**3.16**	**A**	**3.15**	**A**	**3.15**	**A**		
1. When someone else thinks they have a good idea I cooperate and help them	1.61	MA	1.75	MA	1.57	MA	1.64	MA		
2. I don't like to rock the boat so I cooperate with others and accept instructions easily	2.56	A	2.80	A	2.30	MA	2.55	A		
3. I like to ask others for their opinions and try to find ways to cooperate	1.91	MA	2.00	MA	1.86	MA	1.92	MA		
4. I think it is more important to get along than to win an argument	2.49	MA	2.70	A	2.30	MA	2.50	A		
5. I try to adjust my priorities to accommodate other people's needs	2.18	MA	2.30	MA	2.35	MA	2.28	NT		
Total: Compromising	**2.15**	**MA**	**2.31**	**MA**	**2.08**	**MA**	**2.18**	**MA**		

Table shows 2 that among the conflict management styles cited, the item which got the highest composite mean of 3.15 is the collaborating conflict management style, verbally interpreted as Moderately Agree. Under this style, the item which got the highest weighted mean is "I try to avoid people who have strong opinions (3.79, strongly agree)", "when a conflict occurs, I tend to back out of the situation and do something (3.42, agree)". The items agreed are " if people don't respect my opinion, I keep it to myself (2.67)" and " I often keep to myself because most things are not worth arguing about (2.83). Collaboration plays a major role within conflict resolution and requires great courage and much consideration. Collaborative problem solving experience, and the experience of thousands of people who use CPS is that collaborative problem solving provides people of diverse backgrounds and a wide range of interpersonal abilities an easy to understand, straight-forward method of working through conflicts . New style resolution policies (such as the TCM Model Resolution Policy) support this shift. These policies are values based and promote a wide range of interventions which are constructive and collaborative. They include techniques such as early triage assessments, early resolution meetings, mediation and facilitated round-table discussions (Ablon & Bernstein, 2011).

The next conflict management style preferred by the respondents are competing and accommodating both with 2.33 weighted means. Under the competing conflict management style, the items "Once I have taken a position I don't like to have others try to talk me out of it (3.23), when pursuing my priorities, I am usually firm and not swayed by others (2.28) and when conflicts arise I usually stand on my principles (2.16). with the least weighted means are the items After I have made a decision I defend it strongly (2.15WM) and I need to attain excellent results and cannot be limited by

others(1.81). While for the accommodating conflict management style, the items which rank high are: " I try to avoid people who have strong opinions(3.79), When a conflict occurs I tend to back out of the situation and do something else(3.42) and Differences of opinion are not always worth worrying about, so I usually avoid them (3.75). The rated lowest items are "I often keep to myself because most things are not worth arguing about (2.83" and "If people don't respect my opinion, I keep it to myself (2.67). Accommodating manager as one who cooperates to a high degree depending on the manager's own expense and which actually work against that (manager's own goals, objectives, and desired outcomes; while competing is the win-lose approach (Thomas, 2008).

The next in rank was given to the avoiding conflict management style. Those ranks highest are the items " "I am always willing to consider other people's opinions, but I make my own decisions (2.50)", "during conflict I immediately work to get everyone's concerns out in the open (2.35)" and when there is a conflict I make a point of presenting my view and I invite others to do the same (2.33). Avoiding or withdrawing from a conflict requires no courage or consideration for the other party. Avoiding an issue is one way a manager might attempt to resolve conflict. This type of conflict style does not help the other staff members reach their goals and does not help the manager who is avoiding the issue and cannot assertively pursue his or her own goals. However, this works well when the issue is trivial or when the manager has no chance of winning (Thomas, 2008). The use of avoiding , however, it doesn't address the conflict or solve the problem; instead they simply sidestep, postpone or withdraw which may negatively affect those are expecting the mediator to act (Morrow & Walker, 1997). The least rated are the items "I am a decision maker, but I make a point of listening to others to find the best solution

possible (2.00) and "I am always willing to listen to other's opinions, but I also want to give them mine. (1.76)". This approach intends to avoid conflict among parties concerned and therefore they settle the conflict at the end of the day through peaceful means.

The least practiced conflict management style as moderately agreed by respondents is the compromising style as reflected in the items, I don't like to rock the boat so I can cooperate with others and accept instructions easily (2.55), I think it is more important to get along that to win an argument (2.50) The items with WM) he least scores are "I like to ask from others for their opinions and try to find ways to cooperate (1.92 WM) and when someone thinks he/she has a good idea I cooperate and help them(1.64WM). Compromising is applied when each party is willing to give up something to find a solution that works for both parties *(*Leigh, n.d.*). Further, t*his is the lose-lose scenario where neither person nor manager really achieves what they want. This requires a moderate level of assertiveness and cooperation. It may be appropriate for scenarios where you need a temporary solution or where both sides have equally important (Thomas, 2008).

Table 3. Summary table on the Conflict Management Styles

Group	Style	Mean	I
TP (Top management)	Competing	2.27	Collaborating
	Avoiding	2.13	
	Accommodating	2.29	
	Collaborating	3.15	
	Compromising	2.15	
OP(Operation officers)	Competing	2.29	Collaborating
	Avoiding	2.22	
	Accommodating	2.33	
	Collaborating	3.16	
	Compromising	2.31	
RF (Rank and file)	Competing	2.42	Collaborating
	Avoiding	2.21	
	Accommodating	2.36	
	Collaborating	3.15	
	Compromising	2.08	
Over-all	Competing	2.33	Collaborating
	Avoiding	2.19	
	Accommodating	2.33	
	Collaborating	3.15	
	Compromising	2.18	

The over-all results show that the outstanding management style among all respondents is collaborating. The summary table reveals the same conflict management style among all groups of respondents-the top management, operation officers and the rank and file but still the highest of all is the operation officers group which got the highest general weighted mean of 3.16 compared to the top management and rank and file (3.15). But over-all results show that the highest weighted mean of each individual group is collaborating. This signifies that despite individual management styles majority has the tendency to collaborate in order to gain desired results. They acknowledge the fact all issues can be resolved in an amicable and negotiable approach. This means that understanding these styles is the initial step towards the improvement of the relationships people working together towards common goal.

Table 4. Difference of Responses on the Conflict Management Styles When Grouped According to Designation

Style	Group	Mean	F-value	p-value	I
Competing	Man	1.98	6.367	0.002	Significant
	OP	2.29			
	RF	2.42			
Avoiding	Man	1.88	5.375	0.006	Significant
	OP	2.22			
	RF	2.21			
Accommodating	Man	2.13	2.196	0.115	Not Significant
	OP	2.33			
	RF	2.36			
Collaborating	Man	3.16	0.005	0.995	Not Significant
	OP	3.16			
	RF	3.15			
Compromising	Man	2.13	2.389	0.095	Not Significant
	OP	2.31			
	RF	2.08			

Legend: Significant at p-value < 0.05

As seen from the table 4, there were significant difference on the respondents' conflict styles as to competing and avoiding since the obtained p-values were all less than 0.05 alpha level.

Based also from the post hoc test conducted, it was found out that those who are mostly in the rank and file possessed a conflict style management of competing. This is basically true due to the fact that these group of

people are still trying to realize their goals in life hence, they still have the tendency to compete against each other's for recognition from their superiors and rewards for their accomplishment. The top management also differs in their response as to the competing style of conflict resolution is concerned, for they need to assert their power to pursue certain goals. They have to use their high position to exact discipline or authority to rule over their subordinates. Whatever accomplishments they attain will get credit from their agency and the company. The results therefore have their own motives in using the competing conflict resolution approach.

On the other hand, they also differ in the responses as to avoiding conflict resolution style topped by the operation group, followed by the rank and file and then the top management position. This implies that the three groups differ in the use of avoiding style in the sense that the operation group assuming the supervisory level (middle) position want to avoid conflict among the rest of the people in the ship likewise those rank and file who try to resolve conflict by avoiding issues that will further aggravate their situation. The use of conflict resolution style depends on the situation. If avoiding is the only possible means to lessen the conflict, is its used but if the issue is still unresolved, the top manager, needs to try other conflict resolution approach. It is important that both parties agree on the best way to resolve the conflict. Both parties need to come to a conclusion on the best resolution and that they acknowledge the agreed upon solution and determine the responsibilities each party has in the resolution (Bruce, 2013).

Inputs to the Seafarer Conflict Management Program

General objective: The purpose of this study is to provide inputs to the formulation of a customized seafarers' conflict management Program

Input no.1. More emphasis on team building workshops. In house training, grievance committee assessment, leadership and management training. Seafarers need more group efforts in teambuilding where conflict management maybe given emphasis. In house training maybe given by the shipping companies and agencies to their officers and crew. In the grievance committee assessment, conflict situations to conflicts maybe tackled and be given immediate appropriate conflict management resolutions Not only the top management but also the operations group officers and the rank and file maybe given the chance to participate

in the leadership and management seminars and trainings focused on conflict management.

Input no. 2. Inclusion of programs on the development of communication skills to avoid conflicts and misunderstanding among seafarers. Such programs may include the honing of their abilities in writing such as in preparing accurate and clear reports and documents, listening and speaking enhancement to facilitate easy understanding of daily ship discourses, instructions and directives, reading skills improvement to enable seafarers to fully understand the administrative and operational manuals, laws pertaining to international rules governing the maritime industry, etc.

Input no. 3. Facilitation of conflict management programs as in house training in the ship to make the seafarers realize the value of time management between work and recreation. All groups of respondents must learn to understand emergency ship situations where overtime work is possible but they should be given extra incentives by the management for overtime work.

Input no. 3. Inclusion of personality tests among seafarers that will be made basis of personality development and counseling activities which maybe an important tool in conflict management. Realigning values and perspective in dealing with various types of personalities and conflict situations maybe part of the training program.

Input no. 4. To include more strategies the development of all possible conflict management styles in the training workshops. While all conflict management styles maybe effective and appropriate in particular situations, constant orientation workshops maybe be further conducted by the Maritime education and training centers to hone the knowledge, skills and the right attitude of the maritime professionals in conflict management. This will lead to the safety, general well-being and harmonious relationships among the three groups- the top management, operations officers group and the rank and file

CONCLUSIONS AND RECOMMENDATION

Seafarers considered miscommunication. Too much overtime work, individual differences, and lack of ship supplies as the most common reasons of conflict in the ship. Poor working conditions (Food, accommodation, Forced overtime work, not enough time for rest and relaxation, lack of grievance machinery), work stress related (Lack of confidence in their skills / expertise in job execution, dysfunctional machinery, poor maintenance, lack of spare

parts/equipment, supplies needed). Family issues and problems, lack of time for rest and relaxation and incompetence of crew / and officers. The most dominant among the conflict management styles of the groups of respondents is collaborating and the least practiced is the compromising. However, the most effective management style depends on the conflict situation. When the conflict is properly managed, conflict maybe a source of novel, creative and innovative ideas which can be potential to promote positive change. There are significant difference on the responses of the three groups in terms of conflict management styles as competing and avoiding.

Based from the results of the study, inputs to the formulation of the Conflict Management Program for Seafarers are proposed and implemented for evaluation thereafter.

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