

**EXAMINING CONFLICTS BETWEEN LEADERS AND
FOLLOWERS: A CASE STUDY OF INTERNS MAJORING IN
TRAVELING & HOSPITALITY MANAGEMENT AT MAHIDOL
UNIVERSITY INTERNATIONAL COLLEGE**



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ABSTRACT

The purpose of the paper is to discover the reasons behind the conflicts in every batch of intern students who conducted internships for three months in Tourism & Hospitality Management major of Salaya Pavilion Hotel & Training Center at Mahidol University International College. As the author were in the batch 40, I have experienced with myself about this complex and intense situations. Interns separated into two sides: leaders and followers. Interviews were conducted with the seven vital members from all 27 interns and investigated them by the questions based on motivation theories and personality type model. Interestingly, the results revealed that the motivation theories, personality types, and effective communication play a major role to all interviewees. The findings from the study can be applied further for interns in the future especially in some places such as training centers or HR departments in organization

KEY WORDS: Leadership, Conflict, Internship, Hospitality, Job Satisfaction

24 pages

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CHAPTER I

INTRODUCTION

In the real world of business, people usually work in a small group, team, or department uniting as organizations. However, when a lot of people are gathered up as teams which have different backgrounds such as personality, ethnicity, culture, or geography, it always causes some conflicts among themselves or between the leaders and followers.

As I graduated from Mahidol University International College (MUIC) in Thailand majoring in Tourism & Hospitality Management (THM), I had chances to work as an intern in some hotels like Salaya Pavilion Hotel & Training Center and The St. Regis Bangkok, a five-star luxury hotel. There are some differences between both places in term of teamwork or team management.

It is a requirement for all THM students at MUIC that they have to do the Internship I at Salaya Pavilion on the third academic years, and the hotel is located on the top of the MUIC building. The total number of the trainees are vary from 25 to 30 people per batch. The trainees will be randomly divided into four groups designated as red, blue, yellow, and green teams. Then the teams will work on their own departments which are front office, food & beverage, kitchen, and housekeeping dealing with the real customers. Every intern will be rotated through all four departments within three months. The environment among the four teams was competitive because at the end, there would be one team that can get the Excellent Teamwork Certificates and around three interns would get the Excellent Trainees Certificate from the dean of Mahidol University.

In addition, along with the normal tasks, interns have to manage a theme night party at the end of the internship program. Interns need to sell tickets, organize booths for games and activities, design the menu sets, and create some interesting shows and role plays for the audiences on the party day.

The president or leader of batch 40 was designated at the very first day of the program. Most interns just nominated and voted some humorous and funny friends to be the president without considering his ability or leadership skills. In fact, it was such a hard time for every intern to manage the theme party project along with excessive workload on each department. There were hotel operation exams for all four departments which are front office tests, cocktails tests, cooking tests, and housekeeping test.

Not long before the theme party day, the interns had some arguments and split into two sides: the president side with couple of his friends and the rest of the interns. However, he was like the center that linked all tasks of everyone together and held the power in decision making such as approving for budgets and choosing the theme and costume.

Even though interns know each other very well because they have studied and done group projects together for two to three years, they still had lot of conflicts and arguments between two sides. After the internship, some interns have developed jealousy and rivalry, but some friends have become lovers. In addition, other interns from different batches have experienced schism and disharmony too.

On the other hand, during my second internship at The St. Regis Bangkok, one of the most famous hotel from Starwood chain, I could see from other trainees and experienced myself just few problem with the superiors but had no problem at all among trainees. At that time, The St. Regis Bangkok was opened not long ago, so lot of undergraduates could easily become their trainees. I worked there for three months, met lot of new friends from several universities such as ABAC and BUIC, and surprisingly, we still keep in touch until today.

What conflict really is? Some experts state "...most people recognize it in the forms of tension, frustration, verbal or physical abuse, disagreement, incompatibility, annoyance, interference, or rivalry" (Carter et al., 2006, p.2). Conflicts can occur between any individuals or parties, and they may or may not share the same goals but with the different perspectives or ways of working (ibid). In fact, according to United States Department of the Interior, conflicts can create serious drawbacks to teams or organizations. For examples, conflicts cause apathy, abandonment, confusion, stress,

frustration, poor solutions, lack of support, limited perspectives, and increasing rumors (Larsen, n.d.)

Consequently, I am eager to find more on what are the root causes behind the group conflicts of my intern friends at Salaya Pavilion Hotel & Training Center.



CHAPTER II

LITERATURE REVIEW

2.1 Motivations

2.1.1 Intrinsic & extrinsic motivators

Intrinsic motivators are internal rewards like feeling of pleasure, satisfaction, or enjoyment that make people eager to perform the tasks on their own (Goetz, Campbell, Broge, Dörfer, Brodowski, & Szecsenyi, 2012). Extrinsic motivators are the external rewards that may or may not be visible such as bonus, grades, holiday trips, or complement (Goetz et al., 2012). Different motivators can affect the productivity of each performer. Moreover, people are more satisfied with their work when they associated their motivator with intrinsic rewards like recognition or facilitating (Ibid); in contrast, the extrinsic rewards like working hours and income can related to dissatisfaction (Ibid).

2.1.2 MacGregor's Theory X & Y

Theory-X people work day by day and need superiors to direct or order them what to perform in every step (Arslana & Staubb, 2013). The management teams have to give both reward and punishment as motivators (Ibid).

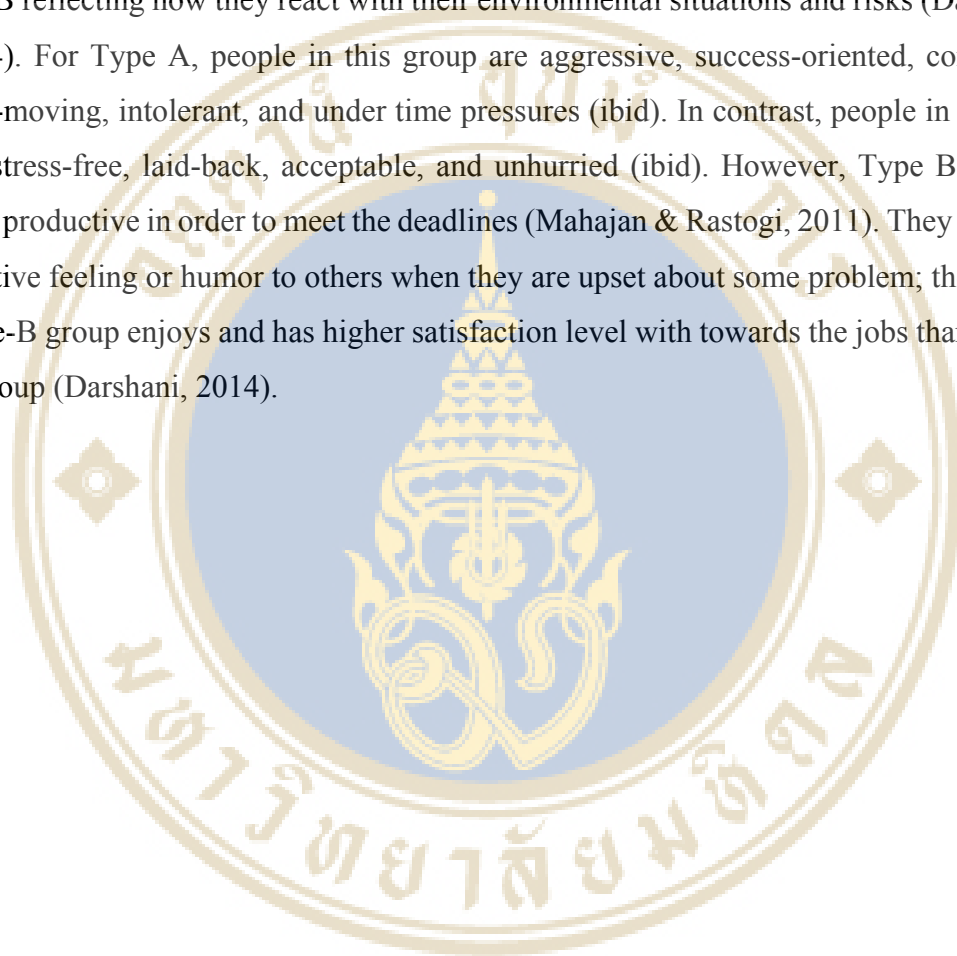
On the other hand, the management teams of Theory Y try to use reward only (ibid). They respect their people and believe that they are self-motivated and responsible, and it create a loyalty workforce (ibid).

McGregor Theory can be applied in the case by matching between the assumption from the leadership to his followers and the actual style that followers really are. Theoretically, the theory X leaders must control and direct the workers all the time because they are assumed to have less determination, dislike work, and avoid responsibility (ibid). However, the theory Y leaders will motivate their workers by attracting goals, complement and give responsibility (Carter et al., 2006, p.2) because

the workers satisfy with autonomy, enjoy their tasks, and take full responsibility for the mistakes.

2.2 Type A and Type B personality theory

This theory divides people's behaviors into two groups which are Type A and B reflecting how they react with their environmental situations and risks (Darshani, 2014). For Type A, people in this group are aggressive, success-oriented, confident, face-moving, intolerant, and under time pressures (ibid). In contrast, people in Type B are stress-free, laid-back, acceptable, and unhurried (ibid). However, Type B can be very productive in order to meet the deadlines (Mahajan & Rastogi, 2011). They express positive feeling or humor to others when they are upset about some problem; therefore, Type-B group enjoys and has higher satisfaction level with towards the jobs than Type-A group (Darshani, 2014).



CHAPTER III

RESEARCH METHODOLOGY

In fact, I know the background quite well and have experienced them by myself. I decided to conduct the interview with seven of my quality friends who held the vital roles from all 27 interns. Critically, I interviewed on both sides which were the president, vice president, and other five interns.

However, it is difficult to get the information because it will be a very problematic tasks to do face-to-face meeting and interviewing because presently, all interns are scattered all over places according to their jobs. Two of my interviewees are flight attendant who cannot be contacted easily. Some of them are very busy all day at their workplaces. Some of them lives far away in another province or travel abroad.

Therefore, I decided to do the telephone interviews. The questions has been sent first via their Facebook or email accounts because I wanted to let them had some times to be relaxed and to think back at the moment. When they were ready, I called them and recorded the conversations which were around 10 to 30 minutes to gather deep information as much as I could.

In addition, it was good technique to let them had some times to see the question and bring back their memories. Some of the stories that they mentioned I already forgot too. Nevertheless, I can feel that they decorated some answers to make it look good too, but if I just let them type their answers back to me, they may be lazy to type and hold some information. People are more open when talking to humans rather than typing with computer, and I can ask some follow-up questions right away for deeper details if their answers are not clear enough.

These questions below the information that I need to gather from my intern friends:

1. What were the foremost motivators for you to achieve the internship? A good grade? Enjoyment? Orders from superiors?
2. Were you self-direct or need orders from others?

3. Were you enjoy or dislike your tasks?
4. Would you take full responsibility of those tasks?

Is these statement true or false (5-13)?

5. Productivity can be developed from conflicts.
6. Cooperation help and inspire constructive opinions of idea.
7. The best result usually comes from confrontation.
8. Face saving can negatively affect the solution.
9. Harmony among colleague is important.
10. Followers need to be loyal to their leaders.
11. Relationship or connection is more significant than the tasks.
12. Inequality and unspoken conflicts are normal.
13. Confrontation is severe and rude.
14. Were you satisfy with the management style of the president/followers?
15. What behavior or management style did you like and dislike from the president/followers?
16. What are the factors that leading to the group conflicts?

CHAPTER IV

RESEARCH FINDINGS & DATA ANALYSIS

I collected necessary information from seven of my intern friends who some of them hold several roles and had to interact with the president and vice president most of the time. I use pseudonyms for the interviewees to protect their privacy:

Mr. Pong as the president and performer;
 Ms. Pen as the vice president and MC;
 Ms. Jane as the treasurer and performer;
 Mr. Joe as the main actor and interior designer;
 Mr. Boom as the MC and performer;
 Mr. M as invitation designer and interior;
 and Ms. Jill as costumer and performer.

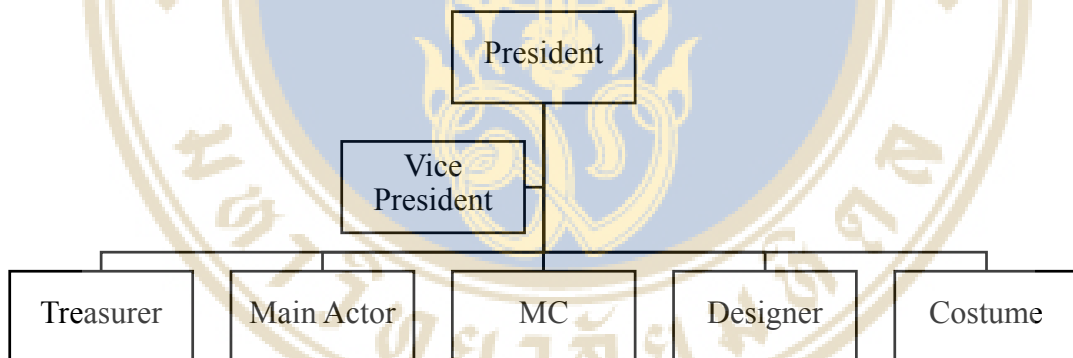


Figure 4.1 The organizational chart of interviewees

4.1 Motivation

4.1.1 Intrinsic & Extrinsic Theory

The fact is that this internship course has 12 credits while other courses have only four credits, so if anyone get an A, it is equivalent to four As of normal courses.

Thus, the grade was the most tempting factor for extrinsic motivator. As I asked the interns “what was the foremost motivator that pursue them to achieve the internship and theme party?” However, the answers were interesting and split into two sides which are good grades (extrinsic motivator) and enjoyment (intrinsic motivator). Let’s start with intrinsic motivator.

“I wanted everyone to have good grade. It was our group work, so everyone had to help each other. There must be someone who act as a middleman. Therefore, the unity among friends is my motivator”

– The president

“Firstly, I felt that I worked hard because of the grade. No other purposes. But later on, responsibility to other friends and enjoyment became my motivators because the internship was challenging and fun. It differed from normal lecture classes.”

– Jill

Enjoyment were also the motivator for Joe, Boom, and M. However, when I asked the vice president, Pen, only one word came from her lips “the grade.” As well as Jane, they shared the same extrinsic motivator which is good grade. Actually, they graduated with the First-Class Honor certifications, so their grades probably were their top priority.

“It is for good grade. If it was bad, it would drop my cumulative GPA down.”

– Jane, Treasurer

I could see some interns who really enjoyed to manage the theme party. They had higher satisfaction toward their tasks working with other friends. When the task was finished, they continued to help other friends and make themselves useful. Mr. M was a very good example. He volunteered to design and create the posters and invitation cards. Then he helped building booths and decorating the location. He also dubbed in the video presentation, performed a bit on the stage, and serving foods. All of these tasks, he did them voluntarily as he enjoyed to work with his friends with positive feelings. However, unlike Pong, M did not realize or concern about the big picture of the party or the working processes. His job was well done, even though he hurriedly did them all just before the party day.

On the other hand, some interns seemed to be stressful and had lesser satisfaction with their tasks. This group seem to concern more only on their grades. When the interns had received a task and later on, completed it, they just did only on their own tasks, and that is it. It was like they already fulfilled their responsibility.

This example I experienced myself with Jane the treasurer when I worked in bakery and she was in food and beverage. While I worked in the bakery kitchen. Jane took care of the customers at the restaurant. During lunch time, bakery kitchen is responsible to take care of the availability of bread and desserts, so for some moment, any cooks has to go there and check the food. One day, loads of customers came in the restaurant. As they enjoy the food, the bread and desert was eating out many times. So, Jane came to notify us in the bakery kitchen for several times while I was working. For the last time, she was pretty upset and asked me why I did not go there and check the food availability. She was afraid that this will affect to her team score. She warned me that if this happen again she will tell her superiors about the issue to deduct my score instead. She also told my friend in the main kitchen to talk to me. I was pretty upset too when she said something like that, so I decided to stay at the food demonstration of the main kitchen at the restaurant and monitored and replenish the food.

Additionally, from interviewing the president, he stated “I didn’t concern much about the grade on the theme party because we also have some scores from other four departments.” I think some interns probably thought the same which is why some interns just worked on their task and then disappeared.

In fact, there was an incident when Pong teased Jill a lot because she did an outstanding job over him as she tried her best to cook food for her family; she got very annoyed and threw the spatula at him. This was like a crack of their friendships and negatively affected the atmosphere of the team as well. As Jill was one of his closest friends, I asked her for some insights about him. She said that Pong was a well-organized, detail-oriented, but jealous person. He was very concern about his grades. She tried to cheer him up once he had felt really down and cried because he cannot answer some questions during Front Office’s practical test.

In my opinion, Pong’s motivator was quite clear that it was extrinsic rewards which were good grade and/or achieving the internship because if he said the unity of all friend was his motivation, he totally failed to do it since we had lot of conflicts, and

his face look so stressful all the time. However, his responsibility, which was to check the readiness, completion of all tasks from everybody, and much more, was already high. He was like the one who connected the jigsaws from every friend piece by piece together. Without him, some tasks were probably not finished before the party day. If he was too considerate and afraid to order other friends because it will break their friendships, the progress would run very slowly. Still, there were some issues when he ordered or checking the progress of the tasks from other friends because of his hard driving and impatience which I will explain them further in another part.

There were several times that some interns just disappeared from the working sites although their work was not done yet. For example, before the party day, one of interns just disappeared when my friends and I had to build the booths, and then we met her at the canteen eating lunch alone. This made others felt pretty upset and gossiped behind her back leading to the distrustful environment as some interns start to ignore her. She did not say or deny anything because no one raise this issues in front of her.

I suggest that the leaders should be the one who were influenced by intrinsic motivators. Gather interns who share the same motivation. Then instill and encourage the concept of intrinsic motivation to everyone frequently such as in every meeting. Communication is key for resolution. As the story earlier, if she was hungry and could not wait any longer, she should tell somebody in the team that she would have lunch first. The other friends, who were upset at her, should not gossip behind her back; they should talk to her directly. Moreover, Üstüner and Kış (2014) stated that communication competencies such as empathy and support are major interpreter of intergroup, personal, and within group conflicts. Therefore, we cannot only use communication but with empathy and support competencies. According to another case study, successful teams identify open communication and positive feedback as a healthy thing to converse the difficulties; when people talked more, they can share better ideas or potential threats (Tarricone & Luca, 2002).

4.1.2 McGregor's X and Y Theory

Table 4.1 Characteristics of Theory X and Y (Organizational Behavior, 2013)

Theory X	Theory Y
1. Workers do not like their work	1. They are self-directed driven by goals
2. Try to avoid responsibility	2. Enjoy their work
3. They like to be controlled and directed in with reward or punishment.	3. Do not need monitoring much
4. They has little ambition.	4. Like decentralized management style
	5. Enjoy greater responsibility

In this theory, I asked the interns some questions to determine whether they are Theory X or Y interns. Then I asked the president and vice president to assess each of them and compared both information to do the crosscheck whether they match or not. According to the interview, the president side indicated that three out of the five friends were Theory-X interns which are costumer, the main actor, and MC. The rest are Theory-Y interns. However, all fives interns said they are Theory-Y workers. So, as we can see from the figure 1.2, there are some conflicts between the costumer, main actor, MC and the president in term of working style. According to their interview, they all said the same that the president and vice president was too picky.

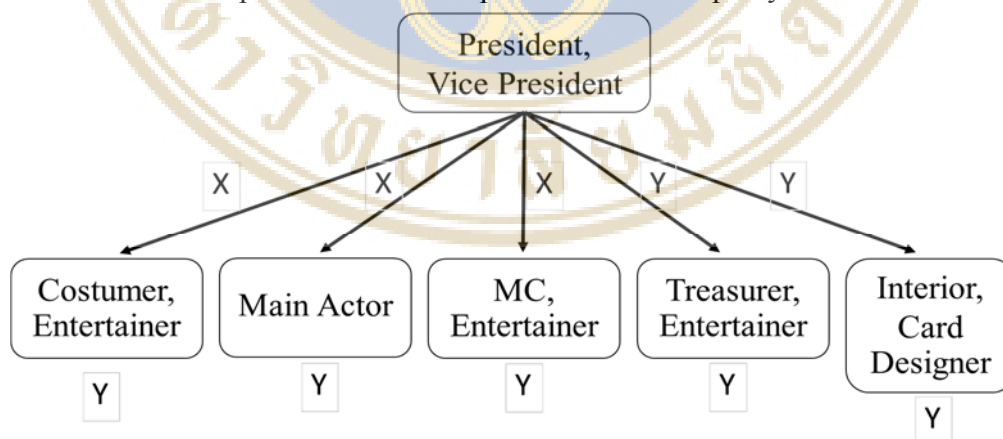


Figure 4.2 The crosschecking of McGregor theory

Pong stated that he had to ask about the working progress of everyone by himself, and he also asked Pen to make a double check. He was a bit picky only some

particular interns than the others, and he specially monitored the ones who were around him. For other interns, they give them freedom to work on their own as they volunteered to do the tasks. Pong and Pen just check that their working progress was running according to the plan and schedule.

In fact, the president said that after the interns volunteered to do the jobs that they are specialized in, they were idle until it was closed to the party day to start doing it. Therefore, he needed to urge them by asking like “how is your working progress?” or “will it finish before the date?” So, many intern always complaint both of them that they were fussy and annoying.

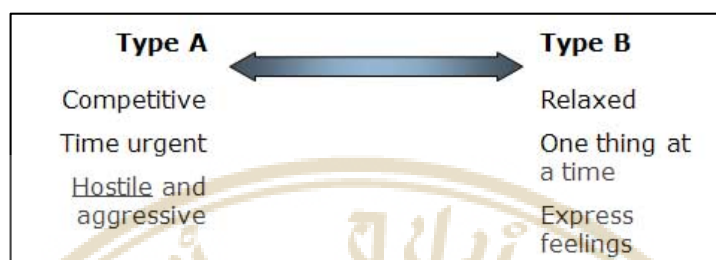
For more information to Salaya Pavilion, there is one distinctive difference between the hotel and general hotel which is the initial propose of operating itself. Because the intention of Salaya Pavilion is to simulate the real hotel environment, there are only 40 staffs to train the students who like the center of the learning. It differs from the global corporate hotels that an intern is just one of their ten thousand employees. Therefore, there is no real superior managers who have the real power to actually practice these two theories. For example, the use of Theory X is to punish or instill a feeling of fear in employee (Simionel, 2011), and the use of Theory Y is to encourage on the dedication of the followers (Ibid). Still, the Y-type followers will be more productive and performing than the X-type followers (Ibid). Regarding Pong, he did not hold that position or power in his hand. The president position did not give him higher power or authority than the rest interns.

On the follower sides, Joe, Boom, and Jill claimed that the president and vice president was too picky and directed them too much. Jill said that as a colleagues or classmates, she did not like to receive orders from them like the subordinator. Hence, the leaders should be more focused on which style was appropriate with each friend.

According to Raven & French’s power taxonomy which are reward, coercive, legitimate, expert, and referent power (Green, 1999), Pong just had only “illusory” legitimate or position power. Theoretically, even the real legitimate power was possible for others to resist and ignore the order if they are arrogant, improper, or unclear (Ibid). The president should develop and exercise on other favorable powers like reward and referent power to buy the heart of other friends.

4.2 Type A and type B personality theory

Table 4.2 The Traits of Type A/B personality (*Type A Personality*, 2011)



Note that characteristic of Type A is aggressive, success-orientated, intolerant, and under time pressure which are more likely to have conflicts with coworkers, and Type B is friendly and easygoing (Darshani, 2014). Undoubtedly, Pong and Pen had Type-A personality which I have a lot of incidents to support. Now, let's start with Pong first.

“The president always directed others what to do because he had got the plans from his vice president already and decided about them before the meeting. Then he convinced these plans to other interns in the meeting. Even though he seemed dominant and not listen to any other ideas, but the overall productivity was still high. I think he was like that because of his position.”

– Jane

When other friends purposed their ideas, the final decisions were still relied on Pong. Thus, this made them seem to be very headstrong in others' perspectives.

Corresponding to what Jane mentioned, Pong stated that the vice president usually thought and plan about everything of the work on her own and consulted with him before they proposed the ideas to everyone in the meetings.

For example, in the first meeting, Pong and Pen asked other friends in the meeting about the style of the theme party and suggest that we should use Thai country style since the superiors or the staffs seem to like it. Other friends also have several different ideas, but in the end, they could not decide which one is the best. In the end, Pong and Pen decided to choose the Thai country theme on their own. Later on, no one wanted to raise about this topic, thought that let bygone be bygone, and moved on to

other issues. But then they gossiped about it leading to a negative feeling from towards Pong and Pen.

Actually, Jill was supposed to be the MC but was dismissed by Pong without any discussion to Jill. Pen replaced the position. Everyone was very surprised after he/she knew about the story, and again this story was gossiped through all friends. Some interns also guessed that it was because of the argument that Jill and Pong had earlier.

“Pen wanted to be an MC, so I was dismissed. They were too much partisanship and stratification. I felt like their slaves. They neither treated me well nor respected other ideas.”

– Jill

In fact, we had lot of time before the theme party day, but everyone enjoyed and was busy with their duties. Most of the meeting, we could not summon every intern all at once. As the time goes by interns became inactive about the party as they felt too tired from the routine work and practical tests.

Consequently, Pong seriously did what he had to do. Leading everyone to complete the theme party was the prime responsibility of the president. Time was running out and everybody did not take actions seriously. He managed and delegated all the tasks to intern friends. They followed everything up to make sure everything goes as plan.

“Most of the time, I met Pen because she was the vice president. I told her to follow up everything... She looked happy [with the drama], but sometimes, she was stressed out because when she asked some friend about the task, their answers were that they haven't finished or started yet.”

– Pong

In addition to Pen, she was also the Type-A personality. These quotes were exactly what she is regarding Type-A personality: “when it comes to emotions, they express their anger with outburst and verbal comments, display strong emotional reactions, can be unpredictable with emotional inconsistency, and experience negative emotions” and “type A’s always watches others and can react in a hostile manner towards others. They like to have control over everything so they tend to be team leaders but are difficult to please” (Darshani, 2014). It was normal to everyone to hear some

swear words from her since we heard it really often when she got upset, and she did very often.

According to Jill and my observation, Pen was one of the first-class-honor students at MUIC, who rarely has the real friends during her study. Her friends were from the group work in some courses because they knew that she always got good grades in every subject. They respected her expert power but scattered around after finishing the courses. Her contribution to group works were very high and she never complained about it. Therefore, her words or orders were respectful to her groups.

Straightforwardly, what the president did to Jill was right. Pen's public speaking skill is better than Jill because she definitely practiced it when in drama and debate club. She did a very good job as an MC and the drama show at the party day. Most friends chose Jill earlier because of her personality that is talkative and friendly. For my own experience, I found her was pretty hyperactive. Sometimes, I could not understand what she was talking about. After the internship, her symptoms became more explicit as recognized by one of the professors. A doctor diagnosed that she had bipolar disorder. Nevertheless, in some other courses, Pen took her into her group even though she knew about her disorder. As we can see, the consensus from all interns may not be the finest option. What Pong did was for the sake of the theme party, but unfortunately, it was identified as dictatorship at the time.

Still, there are several time that our vice president show the type a personality during at that time. Pen was really serious about the tasks and the theme party. She once scolded some interns during a meeting because they were talking and taking photos. Everybody was quiet through all the meeting. Some complaint about it because they feel like everyone was equal as colleagues. Another situation that made everyone detest her was the day before the party. While Pen was inspecting the run-through play and show on the stage with a team. Another team had to set the tables and chairs within the same room. After they was finished, an intern just sit on the chair. Pen saw that. She got really angry, pointed and shouted at the girl because she afraid that the chair covers would be dirty. She just needed everything to be perfect, but her attitudes were pretty aggressive and emotional.

Accordingly, intern friends separated themselves bit by bit from Pong and Pen. The situation became more and more intense as it was near the party day. Both

sides had less interaction just only significant issues. One day one of the superiors, Joy, inspected the progress of the party with Pong, he started to cry at her and told the current situation between two parties which were really stressful. Pong was the most devoted intern for our party, but most interns did not like him due to their directing style. Joy asked the rest interns about the issue; they replied “we don’t have anything against him.” It was probably because at that moment, the interns just enjoyed working and helping the tasks with their friends and ignored Pong and Pen. They were more relaxed, humorous, and supportive which are the traits of Type-B personality (ibid). The theme party run very smoothly. The food, shows, performances went as plans. There was only a few small mistake on the game booths. M got the Excellent Trainee Certificate with the Dean. Pong, Pen, and a few friends got an A. After the internship, the relationships have continued to go further such as Pong and Jill; they are not close friends anymore.

All the interns shared the same goal which was to pass the internship remarkably and got an excellent grade. Conversely, all of us were experiencing several conflicts and lessons. One of the reason is about Type A and Type B personality type. Two of the leader side are Type-A people, who are more likely to have conflict with coworkers (ibid). Choosing a leader is not an easy thing to do anymore. People should consider hard about each candidate. The system at Salaya Pavilion hotel is also wrong because they let the interns decide to choose the President at the very first day.

CHAPTER V

CONCLUSIONS

The purpose of this paper is to identify the root causes of the conflicts which usually happen among intern students at Salaya Pavilion Hotel & Training Center of MUIC. The researcher has applied motivator theories (Intrinsic & Extrinsic MacGregor's Theory X & Y) and Friedman and Rosenman's Type A/B personality theory to analyze and reflect deeply why these situations had happened and intention behind those who are involved

5.1 Recommendations

5.1.1 Instilling the concept of intrinsic rewards

Intrinsic motivation like enjoyment create a higher satisfaction and productivity of those members who are influenced. It also brings the positive feelings and harmony to other colleagues too.

5.1.2 Clear communication

One of the main causes of this severe conflict were lack of clear communications. What they always did is to gossip. After they started to get upset on some issues, they generally kept their dissatisfaction or disagreement inside, and gossiped them behind with their allies. As the interns divided into two parties, each side just gossip one another without any confrontation. So, this leaves no chance for anybody to correct the story, defend themselves, or explain their reasons regarding the rumors. This is very unproductive and waste of time.

Surprisingly, three from seven interviewees unintentionally stated about the communication problem leading to the conflicts and dilemma situation of the theme party:

“They complained and gossiped behind my back like they are not happy about this and that. Everyone had a fight and then gossiping behind, but I don’t like it. I would like them to speak with me directly. I gossiped them too and I thought of too many things.”

– The president

“I think Pong gossiped too much. Leaders should not take problems or personal issues from a group and gossip about it to another group. They gossiped others a lot. It was too much. No one is perfect.”

– Boom

“We had too few meetings and communications. The ideas were ambiguous leading to conflicts because everyone just did whatever they want. We didn’t share the same understanding.”

– M

More essentially, communication only is not enough it may lead both sides into the confrontation. Interns need to communicate with empathy and support behaviors that can affect intergroup, personal, and within group (Üstüner & Kış, 2014).

5.1.3 Identifying the Type A/B personality

Intern members should know some backgrounds and identify the personality type of the candidates especially the vital positions like president and vice president. Be careful not to choose too many Type-A individuals as leaders because they tend to have conflicts with their colleagues (Darshani, 2014). Therefore, if Pong will be the president, another Type-A individual like Pen should not be chosen as the vice president. Promote Type-B people instead.

5.2 Managerial implication & suggestions

Based on the findings, intern students especially in an training center like colleges should develop and practice the motivation theory, personality theory, open communication, and positive feedback that leading to a successful and harmony teamwork.

To enhance these theories effectively, instilled intrinsic rewards into each team member as it increases the productivity and the satisfaction level. Exercise both Theory X and Y models to the right followers if the leaders have the real superior power. Develop more types of power such as reward, expertise, or referent power rather than stick to only one aspect. Lastly and importantly, create an open-communication environment sharing constructive opinion and advice to everyone.

5.3 Limitation

Firstly, the interns in this study was majoring in hotel industry only. In other major like IT or engineering, interns may not experience the same conflicts as they has different job description.

Next, some information that I got from interviewing these seven interns may not be the truth. Since I was one of the intern members, they might be afraid that I will disclose what they had mentioned to another friends. Also, they might not want to answer me the truth to make themselves look bad. In fact, this internship was finished years ago and some interviewees could already forget some details that had happened.

Moreover, this study focus only a single batch of internship and select only key seven people not all 27 interns. The rest 20 interns may had some extra details that lead to other causes of conflicts.

Finally, MUIC is an international college; therefore, almost every interns share both Western and Thai cultures which has very different perspectives on working and management styles. Some interns may lean more on the Western side, but some may lean more on Thai side. This means that it is easier for international college to get misunderstanding or conflict in a team. If it was located in a Thai university or western university, the contention can be different in other aspects.

5.4 Future research

As shown on limitations, the future study should be conducted on some different batches and find the main causes of the conflict of MUIC interns at Salaya Pavilion. Plus, the study should be conducted along with the internships. Then compare

and contrast the conflict between Salaya Pavilion and other real business hotels in order to analyze the problem of each places. The new findings of the study will definitely be really useful for the training centers or HR departments of the real organizations in the future.



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