

Conflict Style Fit: A novel approach to studying
conflict management in the workplace

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A Thesis Submitted to
Saint Mary's University, Halifax, Nova Scotia
in Partial Fulfillment of the Requirements for
the Degree of Masters of Science in Applied (I/O) Psychology

August, 2016, Halifax, Nova Scotia

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Abstract

The objectives of the current research were to employ a person-centered, analytic approach to studying individual conflict management styles and conflict management climates and to operationalize a novel construct, namely conflict style fit. Latent Profile Analyses allowed for the identification of three individual profiles and three climate profiles that differ qualitatively and/or quantitatively. The profiles reflect unique patterns of conflict management style use, and they reveal a more nuanced account of the ways in which individuals and organizations manage conflict compared with previous research. After the identification of conflict management profiles, conflict style fit was operationalized by exploring how individual and climate profiles combine to influence perceived fit, group satisfaction, process satisfaction, conflict resolution, and conflict efficacy. Profile combinations with higher outcomes were considered to reflect higher conflict style fit. Results have important implications for both the measurement of conflict management styles and understanding conflict management environments.

August, 2016

Acknowledgements

First and foremost, I would like to express an infinite amount of thanks to my supervisor, Dr. Debra Gilin Oore. The role she played throughout this process vastly exceeded all of the expectations I had from that of a supervisor. She was truly an outstanding mentor and provided unconditional support and advice for the entire duration of this project. Debra, your positivity and unfailing belief in my potential as a student and as a researcher was always a significant source of my motivation to perform to the best of my ability. For that, I am forever grateful.

Secondly, I would like to emphasize how fortunate I feel to have had such a great internal and external thesis committee. I extend a special thank you Dr. Camilla Holmvall, as she undoubtedly played an instrumental role in this entire process from idea inception to defence completion. Camilla, your contribution to my research has been nothing short of invaluable, and your endless support and willingness to help me in any way with this project was always extensively valued and appreciated. I also thank Dr. Mark Fleming, who really helped me think about my research from different perspectives and was always enthusiastic about my ideas. Mark, thank you for your optimism, dedication to this project, and genuine interest in my research. I would also like to thank Dr. Dayna Lee-Baggley for being my external examiner and valuably contributing to this project. Dayna, I truly appreciate the time commitment you made for my research and greatly appreciated all of the feedback you provided me.

Thirdly, I would like to give a special thanks to my friends and family, who unfailingly supported me and were patient with me throughout the duration of this project. I couldn't have done it without the support of all the amazing people in my life.

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Conflict Style Fit: A novel approach to studying
conflict management in the workplace

The study of conflict in organizations has revealed that conflict can be constructive or deconstructive and can have positive or negative outcomes depending on a multitude of individual, situational, and organizational characteristics. Factors such as well-being and conflict management styles at the individual level (De Dreu, van Dierendonck, & Dijkstra, 2004; Ma, Liang, Erkus, & Tabak, 2012; Park & Park, 2008), conflict type and intensity at the situational level (De Dreu & Weingart, 2003; Jehn, 1995), and conflict culture and climate at the organizational level (Gelfand, Leslie, Keller, & De Dreu, 2012; Lowe, 2015) determine how conflict is perceived, how individuals behave in conflict situations, and how outcomes are affected as a result of conflict. Although these individual, situational, and organizational factors function independently and interactively to shape the experience of conflict at work (e.g. De Dreu et al., 2004; Jehn, 1995; Park & Park, 2008), there is still a lack of convergence concerning why and when conflict can be a positive versus a negative experience. For example, whereas De Dreu (2008) notes that “workplace conflict may have some positive functions, but only under an exceedingly limited set of circumstances” (p. 9), Tjosvold (2008) notes that “conflict can be highly constructive, indeed, essential to teamwork and organizational effectiveness” (p. 19). The present research proposes a new approach for understanding why and when conflict experiences can positively or negatively influence employee outcomes through the interaction of two multilevel constructs: individual conflict management styles and organizational conflict management climate. It is suggested that these two components interact to depict a novel construct, namely conflict style fit.

The ways in which individuals and organizations manage conflict is the focus of much conflict research. One line of reasoning suggests that conflict is not inherently destructive or constructive, but it is the choices that are made when managing conflict that characterizes the conflict environment (Tjosvold, 2006). More specifically, when conflict arises individuals respond by employing different behavioural strategies for dealing with the conflict. Parties in conflict may choose similar or different management strategies. The choice of strategy affects the conflict dynamics such that some strategies may escalate conflict whereas others may be more effective in dealing with it. When a conflict management strategy is effective, it helps individuals identify optimal solutions, increase knowledge sharing and understanding of problems, and strengthen group cohesion, relationships, and satisfaction with group processes (Tjosvold, 2006; De Dreu & Gelfand, 2008; De Dreu & Weingart, 2003; Park & Park, 2008). An effective strategy should facilitate the conflict in being constructive. When a conflict management strategy is ineffective, conflict can escalate and result in negative outcomes that are detrimental to organizations and individuals. For example, conflict escalation and poor conflict management has been found to result in decreased performance and productivity, hostility between counterparts, negative emotional states, stress, and burnout (Alper, Tjosvold, & Law, 2000; De Dreu, van Dierendonck, & Dijkstra, 2004; De Dreu & Gelfand, 2008). As these implications are largely dependent on how conflict is managed, the present research takes a new approach to studying individual and organizational conflict management styles in order to understand how specific style use influences important organization-related outcomes.

Conflict Management Style Theory and Outcomes

Individual differences in conflict management style tendencies are most commonly explained by Dual Concern Theory (Pruitt & Rubin, 1986). Dual Concern Theory postulates that the way in which individuals strategically manage conflict is a direct reflection of the extent to which they are concerned for themselves (pro-self) and concerned for others (pro-social). In conflict, individuals' behaviours are motivated by a combination of these two orientations to satisfy their own goals and the other party's goals. In accordance with this theory, four styles of conflict management emerged: dominating, collaborating, avoiding, and yielding. A fifth style has also been proposed by other researchers: compromising (Blake & Mouton, 1964; Thomas, 1976). A high concern for self and low concern for other is indicative of a dominating style; a high concern for self and high concern for others is indicative of collaborating style; a low concern for self and low concern for others is indicative of an avoiding style; a low concern for self and high concern for others is indicative of a yielding style; and a moderate concern for self and others is indicative of a compromising style (Pruitt & Rubin, 1986; Kilmann & Thomas, 1975). These individual preferences are thought to be relatively stable characteristics that are a result of personality factors (i.e., social value orientation, need for affiliation, need for power; De Dreu & Carnevale, 2003), and do not change drastically across time and situations (De Dreu, Evers, Beersma, Kluwer, & Nauta, 2001; De Dreu & Gelfand, 2008).

Each of the five conflict management styles is manifested through a set of unique behaviours that are displayed when an individual is dealing with conflict. Collaborating, the one style that is accepted to be most effective across a wide variety of situations, is

characterized by behaviours such as openly discussing the conflict, listening to the other party's concerns, active problem-solving, and seeking a solution that satisfies both parties. A dominating style, one where self-interest is the priority, is evidenced by persuasive influence, forcing one's opinion, argumentative behaviour, and reluctance to concede. An avoiding style is characterized by inaction, failure to confront the situation, postponing active discussion, or changing the subject. Yielding involves a high concern for the other party so actions such as obliging, sacrificing one's needs to satisfy the others, and willfully accepting the other's position are characteristic of this style. Behaviours that are manifested by the compromising style, "a half-hearted attempt to satisfy both parties' interests" (De Dreu & Gelfand, 2008, p. 84), involve searching for a middle ground, attempting to resolve the conflict as quickly as possible, and matching the other party's interests (De Dreu et al., 2001; De Dreu & Gelfand, 2008; Ma et al., 2012). Although the ways individuals manage conflict are defined by these behavioral tendencies which reflect specific styles, the effects that these styles have on important outcomes are not well-understood.

While there is an abundance of evidence demonstrating a collaborative, problem-solving approach is the most beneficial and effective strategy for managing conflict (Alper, Tjosvold, & Law, 2000; De Dreu & Gelfand, 2008; De Dreu et al., 2001; Park & Park, 2008; Thomas, 1992; Tjosvold, 2008), empirical observations of the effects that other conflict management styles have on conflict processes and outcomes have been somewhat inconclusive. The lack of consistent, convincing empirical evidence is likely a result of the complex dimensionality of conflict and the varying ways in which

researchers study it. For example, one approach to studying the relationships between conflict management styles and their outcomes is through a framework that suggests styles are based on the behavioural dimensions of cooperativeness versus assertiveness/competition (Deutsch, 1973; Kilmann & Thomas, 1975). Of the five styles, collaborating, yielding, and compromising map onto the cooperative dimension as they all involve being concerned with the outcome of the other party. Dominating and avoiding map onto the assertiveness/competition dimension as both styles represent a lack of concern for the outcome of the other party (Deutsch, 1973; Kilmann & Thomas, 1975; Song, Dyer, & Thieme, 2006). When researchers take this approach, they often observe how cooperative and assertive/competitive approaches function in general while failing to account for the differences that exist within the styles that comprise each dimension (e.g., Alper et al., 2000; Somech, Desivilya, & Lidogoster, 2009; Tjosvold, Wong, & Chen, 2014). The result is an oversimplified understanding of the effects that conflict management styles have on related outcomes. This research simply concludes that cooperative efforts, in general, are positively associated with desirable and constructive outcomes (e.g., conflict resolution, innovation, team performance) whereas assertive/competitive efforts, in general, result in undesirable and destructive outcomes (e.g., conflict inefficacy, reduced team effectiveness; Alper et al., 2000; Somech et al., 2009). Indeed, other research demonstrates that not all of the styles in the cooperative approach are necessarily desirable and not all of the styles in the assertive/competitive approach are necessarily dysfunctional (e.g., De Dreu et al., 2001; De Dreu & Van Vianen, 2001; Rhoades & Carnevale, 1999).

Another method for studying conflict management is through a contingency approach where certain styles are better-suited to certain situations (Thomas, 1992); however, this has resulted in a collection of contradictory findings. For example, in some cases avoiding conflict has been found to be linked with negative outcomes such as perceptions of injustice and ineffectiveness in dealing with conflict (Chen & Tjosvold, 2002). De Dreu and colleagues (2001) propose that avoiding conflict can be harmful as any stress experienced from a conflict does not get alleviated, and the conflict may be resolved at the expense of the avoidant individual resulting in negative health and well-being outcomes. In other cases, avoiding conflict has shown to be associated with positive outcomes such as relationship preservation and satisfaction in group-oriented contexts and increased functioning in teams (De Dreu & Van Vianen, 2001; Thomas, 1992). Yeung, Fung, and Chan (2015) also found different outcomes of the avoiding style based on age of the employee as avoiding had a negative effect on interpersonal relationships for younger employees (less than 40 years old) whereas it did not have a negative effect on interpersonal relationships for older employees (more than 40 years old).

An avoiding style, however, is not the only one that has been found to be associated with both negative and positive outcomes. A dominating style is generally thought to be ineffective as it tends to result in undermining relationships by exploiting the other party (Rhoades & Carnevale, 1999). It has been found to be negatively associated with conflict efficacy and performance in teams (Alper et al., 2000), and has also been linked with negative individual outcomes as the power tactics often used are socially undesirable in certain settings (Ma et al., 2012). Although typically associated with

negative outcomes, in some circumstances a dominating strategy has actually been found to be effective. Specifically, Schulze, Stade, and Netzel (2014) studied conflict management in relation to innovation. They found the dominating style to be positively predictive of innovation performance as indicated by project newness and external communications (which support innovation). Additionally, a dominating style in leaders has been found to be associated with leader effectiveness through higher goal orientation and higher motivation to achieve instrumental outcomes (Barbuto & Xu, 2006).

Whereas the cooperative versus assertive/competitive approach tends to be oversimplified, the contingency approach tends to be too context-dependent. Although the contingency approach offers a detailed explanation as to why conflict management strategies may be differentially linked to outcomes, it is problematic in that situational variables that are observed empirically are often quite specific, limiting the practical implications of the findings (e.g., when groups were performing non-routine tasks as opposed to routine tasks, the effect of task conflict on group functioning was beneficial, however, if the conflict norms encouraged open discussion, that positive effect was ameliorated; Jehn, 1995).

The way in which conflict management styles are traditionally measured offers an additional account as to why the relationships between management styles and important outcomes are not clear. As behavioural preferences for managing conflict are categorized into five styles (i.e. avoiding, dominating, collaborating, yielding, and compromising), individuals vary in the extent to which they use each of these five styles. In some cases, individuals may have a dominant style where they score much higher on one compared to

others, but individual styles may also be characterized by the combination of a few strategies. To date, however, no empirical research has attempted to study the variability of different styles within individuals. Instead, researchers investigate how each of the five styles are similar or different to each other. This approach is oversimplified in that it results in categorizing individuals based on their dominant style or a style they appear to be utilizing most during the specific study (e.g., Chen & Tjosvold, 2002; Ma et al., 2012; Park & Park, 2008). These studies use a variable-centered approach wherein the unique relationships between each of these strategies and outcome variables are observed which limits our understanding of conflict management in that it does not consider that styles may be comprised of multiple strategies.

As conflict management measures provide individuals with a score for each style such that every individual has a score for avoiding, dominating, collaborating, yielding, and compromising (De Dreu et al., 2001; Kilmann & Thomas, 1977; Rahim, 1983), I expect that observing within-person variability on each of these styles will provide a more nuanced understanding of how individuals manage conflict. Specifically, a person-centered approach will enable the observation of how distinct combinations of conflict management styles operate conjointly within individuals. In line with this perspective, Van de Vliert, Huismans, and Euwema (1995) suggested a conglomerated approach to studying conflict management styles. They proposed that styles do not occur in isolation and that research should aim to understand how multiple strategies emerge within an individual. Despite their suggestion, they did not empirically study this approach, and subsequent conflict management style research also failed to study management strategies

in this way. As such, the present research makes a novel contribution to the conflict management literature in that it studies individual conflict management styles with a person-centered approach using latent profile analysis (Muthén & Muthén, 2000; Williams & Kibowski, 2016). The objective in utilizing this approach is to investigate within-person variability which will identify previously unobserved subpopulations of individuals who use similar combinations of conflict management strategies. This approach will reveal distinct, broad conflict management profiles.

Research Question 1: Which conflict management styles ‘hang’ together to produce broader conflict management profiles, and in what ways do they do so?

Individual Conflict Management Profile Expectancies

Although this research on investigating the within-person combinations of avoiding, dominating, collaborating, yielding, and compromising conflict management styles is the first of its kind, there are some previous findings that suggest certain combinations may be present within individuals.

High Dominator-Collaborators. Drawing from negotiation literature, a common approach to managing conflict in a negotiation is to initiate the interaction by dominating, using tactics such as unilateral forcing and competitive exchanges, and then shifting to collaborating by engaging in joint problem solving and cooperative action (De Dreu and Gelfand, 2008; Van de Vliert et al., 1995). The shift from dominating to collaborating tends to occur when individuals realize that being contentious is counterproductive in helping them achieving desired outcomes. Instead, to achieve a successful outcome such as reaching a deal or resolving a conflict, they employ more cooperative tactics. In fact,

Van de Vliert, Nauta, Giebels, and Janssen (1999) found that this combination of styles is highly effective and results in positive practical and relational outcomes. As such, it is expected that for the case of individuals high in both dominating and collaborating, both of which styles represent a concern for self (Dual Concern Theory; Pruitt & Rubin, 1986), it is also likely that they will be low on the yielding style as it represents not being concerned with one's own goals. It is possible, then, that some individuals exhibit tendencies to be high in both the dominating and collaborating styles and that a latent profile analysis would identify a group of individuals with this profile.

Hypothesis 1: High dominating and collaborating conflict management tendencies will emerge as a distinct conflict management profile.

High Avoider-Dominators. Another pattern of management styles that has been documented is that individuals who tend to avoid conflict also show a tendency to dominate under some circumstances. For example, Tjosvold (2008) explains how teams can exhibit tendencies to avoid as group members tend to not want to be involved in conflict and fail to confront others they are in conflict with. At some point, however, the lack of confrontation becomes frustrating, and group members are called to discussion either by the other party or by the immediate need to resolve the conflict. In this event, avoiders' pent up feelings and emotions surrounding the conflict emerge in a dominating form where they are only concerned with their selves and their own individual outcomes and use forceful tactics. Research by Rhoades and Carnevale (1999) lends moderate support to this in that they found avoiders' styles to fluctuate based on situational negotiation circumstances, and one of the ways they fluctuate is to respond with

contentious behaviour when the other party also exhibits contentious behaviour. As such, it is expected that a latent profile analysis will identify one profile of individuals as being high avoiders and dominators.

Hypothesis 2: High dominating and avoiding conflict management tendencies will emerge as a distinct conflict management profile.

Lack of Preference for Any Style. Another possible conflict management style profile is that individuals may not exhibit a tendency to employ one style or a combination of styles, but instead they may report low, moderate, or high usage across all styles. For these individuals, it is possible that they are highly adaptable in managing conflict and only use which strategy is most appropriate for a specific situation. In fact, Coleman and Kugler (2014) studied conflict adaptability in a manager population and defined it as, ‘the capacity to respond to different conflict situations in accordance with the demands specified by the situation’ (p. 945). Individuals who are adaptive in managing conflict are, then, likely to respond to conflict in a variety of different ways and may not be characterized by a specific style. Coleman and Kugler (2014) found that employees who were adaptive in their response to managing conflict experienced positive outcomes including higher levels of satisfaction with conflict processes and higher work-related well-being. As such, individuals with a lack of preference for any style might be highly adaptive which would explain their tendency to report consistent usage of all styles.

Another possible explanation for those who exhibit a lack of preference for a particular style but differ in the frequency of which they report using all styles (i.e., all

high, all moderate, or all low) may be that some individuals are more active than others in employing different styles when managing conflicts. This notion is consistent with stress and coping theory that proposes individuals approach stressors (i.e., conflict) with varying degrees of attempting to control the situation (Latack & Havlovic, 1992). In the context of conflict management, individuals may actively utilize different styles in different situations in attempt to appropriately control the situation. In this event, even less active styles (e.g., avoiding) might be actively employed if an individual perceives that conflict management response as appropriate to control a given situation. Conversely, others may exhibit more passive, less frequent use of all conflict management styles suggesting they are less likely to respond to conflict by actively controlling the situation. It is also important to note that for individuals who exhibit a lack of preference for a particular style but differ in the frequency of which the styles in general are used (i.e., low, moderate, high), the difference may be explained by how often conflict is experienced or how intense conflict may be perceived. As such, it is expected that profiles will emerge to show a lack of preference for any of the conflict management styles at low, moderate, or high levels.

Hypothesis 3: Lack of preference for any of the styles at a) low, b) moderate, or c) high levels will emerge as distinct conflict management profiles.

Moderate Usage of Collaborating-Compromising-Yielding. Another conflict management style profile that may emerge is being moderately or highly likely to use collaborating, compromising, and yielding. The common denominator across all of these three styles is that they all reflect a moderate or high concern for the other based on Dual

Concern Theory (Pruitt & Rubin, 1986). This indicates that individuals who have an underlying motivation to accommodate the other party's goals and maintain the other party's face will use a mix of these non-confrontational styles compared with individuals who are highly concerned with only satisfying their own goals or not concerned at all about either their own or the other party's goals. It is expected that being high on these 'concern for other' styles will result in being low on the avoiding and dominating styles. Indeed, research supports this proposition in that employees who expressed concern for the other party were more likely to use collaborating, yielding, and compromising compared with individuals concerned with their own goals (Oetzel, Myers, Mears, & Lara, 2003; De Dreu, Wiengart, & Kwon, 2000). As such, it is expected that one profile will be characterized by moderate or high levels of these styles that represent concern for the other party.

Hypothesis 4: Moderate or high usage of collaborating, compromising, and yielding will emerge as a distinct conflict management profile.

In addition to these hypotheses regarding conflict management profile expectancies, it is also important to consider that individuals may use one predominant conflict style in managing conflict. This notion is consistent with previous research that takes a variable-centered approach to understanding individual differences in conflict management styles (e.g., Chen & Tjosvold, 2002; Ma et al., 2012; Park & Park, 2008). Specifically, it is possible that some people do consistently use one conflict management approach (e.g., dominating) within and between conflict situations. As such, those profiles would be characterized by being high in one style and low in all of the others.

Hypothesis 5: The dominant use of one of the five styles and low use of all others may emerge as distinct conflict management profiles.

Conflict Management Climate

Another objective of the present research is to study conflict management climate in the workplace. The concept of climate refers to employees' descriptions of their immediate work environments which are formed by perceptions of various aspects of the workplace such as the work context, structural and process characteristics, or organizational events (Parker et al., 2003; Rousseau, 1988; Schneider & Snyder, 1975). Climate can be studied at the individual level, termed individual psychological climate, where an individual's perception of climate is the unit of analysis. Climate can be studied at the group level where individual climate perceptions are aggregated to depict a group's perception of climate. At the group level, high agreement on climate characteristics (typically measured with the rwg index, see James, Demaree, & Wolf, 1984) represents a strong climate and low agreement represents a weak climate. Climate can also be studied at the organizational level as a collection of shared experiences and perceptions of an organization (e.g., aggregated perceptions of multiple work groups; Baltes, Zhdanova, & Parker, 2009; Parker et al., 2003). Additionally, although climate can be studied broadly (e.g., general psychological climate; Martin, Jones, & Callum, 2005), recent climate research more commonly focuses on facet-specific climate (e.g., safety climate (Probst, 2015), conflict climate (Lowe, 2015)). It is important to note, however, that organizational climate is distinct from organizational culture. Organizational culture reflects a macro-level understanding of how the norms within an organization function by

driving values, goals, and beliefs which, in turn, govern the ways employees act and behave (Parker et al., 2003; Rousseau, 1988).

As climate can be studied at multiple levels, it is of primary importance to identify the level of climate that is of concern to the present research as it has significant theoretical and methodological implications. Some theorists have argued that individual psychological climate is the most relevant and meaningful, especially because of the impact that climate perceptions have on individuals. Specifically, in their meta-analytic review, Parker and colleagues (2003) found that individual psychological climate hugely influences motivations, attitudes, and behaviours because the interpretation of climate enables individuals to form outcome expectancies specific to that environment, and outcome expectancies motivate behaviours. Psychological climate was operationalized as the extent to which individuals perceive aspects of their work environments (i.e., job, role, leader, work group, organization) to be detrimental or beneficial to their functioning and well-being. They found these perceptions to be positively associated with outcomes such as organizational commitment, engagement, job satisfaction, well-being, and performance (Parker et al., 2003).

Lowe (2015) extended research on climate to the realm of conflict and studied facet-specific psychological conflict climate. He found that, similar to results from Parker and colleagues (2003), perceptions of the conflict environment influence individuals' motivations and behaviours surrounding conflict. Specifically, constructive versus destructive conflict climate perceptions were hypothesized to predict attitudes and behavioural intentions for participating in conflict resolution training (e.g., constructive

conflict climate would positively predict intention to participate). These attitudes and intentions were, then, expected to predict actual participation in conflict resolution training. Lowe's (2015) results largely supported his hypotheses in that individual deconstructive and constructive perceptions of conflict climate influenced employees' intention to participate in a conflict resolution program directly and indirectly through attitudes, subjective norms concerning conflict, and perceived control over the conflict situation. In turn, these attitudes and behavioural intentions predicted actual participation in a conflict resolution training program.

Although Lowe's (2015) assessment of conflict climate provides initial support for how perceptions of the workplace conflict environment can influence employees' attitudes and behaviours, I argue that conceptualizing conflict climate as constructive or destructive is oversimplified. Research conducted by Gelfand, Leslie, Keller, and De Dreu (2012) supports this notion in that they studied conflict management at the organizational level, but developed a more specific taxonomy of conflict culture types compared to Lowe's (2015) constructive and destructive taxonomy. They found organizational conflict management norms to map onto some conflict management styles from the Dual Concern Theory (Pruitt & Rubin, 1983) and identified organizations having avoidant, dominant, or collaborative conflict cultures. Expanding on Gelfand and colleague's (2012) research, I propose that for managing conflict in organizations, conflict climates exist along the same five dimensions as individual conflict management styles. Therefore, employees may perceive conflict management climates to be dominating, collaborating, avoiding, yielding, and/or compromising.

In line with the previous discussion concerning person-centered versus variable-centered approaches to studying conflict management styles, I also propose to study conflict management climates in a novel way using a person-centered approach. As Van de Vliert and colleagues (1995) proposed that for individuals, conflict management styles do not likely occur in isolation but occur in combination, I argue that the styles function in a similar way in work environments. Therefore, it is expected that organizations employ varying levels of each of the five styles which reflect broader conflict management profiles for the conflict environment in an organization, namely the conflict climate. The present research will attempt to answer the following question:

Research Question 2: Which conflict management styles ‘hang’ together to produce broad organizational conflict management climate profiles, and how do they do so?

This question is largely exploratory as there is minimal research that has studied conflict climate, and there is no research that has studied how conflict climates may be characterized by varying levels of five specific styles from the Dual Concern model (i.e., avoiding, dominating, yielding, collaborating, and compromising) or a combination of these styles. As such, although past conflict management style and negotiation research was used to formulate hypotheses surrounding individual profile expectancies, there is no empirical evidence that suggests conflict climate profiles will be characterized by specific combinations of the Dual Concern styles. Additionally, it is uncertain whether climate profiles will emerge in the same ways that individual profiles will. This is because the frame of reference in assessing an individual’s style is an internal evaluation of one’s own

pattern of behaviour, whereas the frame of reference for the conflict climate is and external evaluation of the aggregation of many individuals' behaviours. Therefore, whether individuals will perceive patterns of conflict management style use in an environment in either similar or different ways than that of their individual assessments is an empirical question that findings from the present research will begin to explore. Furthermore, in addition to investigating individual and climate conflict management styles, the present research will also investigate how these two constructs interact and how that interaction influences important outcomes, namely conflict style fit.

Person-Environment Fit and Conflict Style Fit

In addition to exploring individual and organizational conflict management profiles independently, another objective of the present research is to observe how these styles interact with each other. Drawing from person-environment fit literature, the extent to which individuals experience 'fit' with the environment is meaningfully relevant for many individual and organizational outcomes (Kristof-Brown, Zimmerman, & Johnson, 2005). Person-environment fit is conceptualized as "the compatibility between an individual and a work environment that occurs when their characteristics are well matched" (Kristof-Brown et al., 2005, p. 281). The rationale is that when individuals' values, personalities, and abilities are compatible with the values, culture, and demands of a work environment, the result is a host of desirable and mutually beneficial outcomes (O'Reilly, Chatman, & Caldwell, 1991). A meta-analysis conducted by Kristof-Brown and colleagues (2005) observed person-organization, person-job, person-group, and person-supervisor fit and found them to be associated with important work-related

variables. For example, organizational commitment is much greater and intent to quit is much lower for employees who have high person-organization fit. Job satisfaction is much higher for employees who have high person-job fit, and employees who experience high degrees of person-group fit experience much higher co-worker satisfaction compared to employees with low person-group fit. These aspects of fit are also positively related to overall, task, and contextual performance (Kristof-Brown et al., 2005).

Although not directly observed within the context of person-environment fit, there is one study conducted by Park and Park (2008) that attempted to understand how individual conflict management styles interact with the conflict management environment at work. Park and Park (2008) observed how individual avoiding and cooperating styles interacted with work group preferences for avoiding and cooperating to understand how the interaction of management style use influenced satisfaction with the group. Specifically, they proposed that when an individual's style was similar to that of the group's, they would experience more positive outcomes. They found that when individuals preferred a cooperative style and the majority of individuals in their work group also preferred a cooperative style, individuals were more satisfied with the group and group processes. Conversely, when individuals preferred an avoidant style and the majority of individuals in their work group also preferred an avoidant style, individuals were not more satisfied with the group and group processes. Park and Park's (2008) findings, however, are limited in explanatory power in that their sample was homogeneous (i.e. women kindergarten teachers in Korea), the groups exhibited low variability in management style use, and only two of many conflict management styles were examined.

Of interest to the current research is to expand on Park and Park's (2008) research and contribute to the conflict management literature by empirically studying how individual and organizational conflict management style use interacts within the framework of person-environment fit. The objective is to determine how the interaction furthers our understanding of important individual and organizational outcomes including satisfaction with the group and group processes. This person-organization interaction of conflict management styles characterizes the newly proposed, novel construct, namely *conflict style fit*. Conflict style fit, then, is defined as the extent to which an employee's conflict management style use is compatible with the conflict management styles exhibited in the work environment (i.e., conflict climate). Employees may experience high fit or low fit depending on how compatible the person's style is with that of the organization. What constitutes fit and compatibility, however, in the context of conflict style fit has yet to be determined. Borrowing from person-environment fit literature, the present paper will operationalize conflict style fit based on how combinations of individual and organizational profiles will be associated with fit-related outcomes. For example, high conflict style fit will be identified by profile combinations that are most strongly and positively related to outcomes that are indicative of fit (i.e., perceived fit, satisfaction with group, and satisfaction with group processes). It is important to note, however, that fit can be experienced when individual and organizational factors are either supplementary or complementary.

Supplementary and Complementary Fit

Kristof-Brown and colleagues (2005), in their person-environment fit meta-analysis, discuss how fit is experienced as supplementary or complementary.

Supplementary fit is based on the similarity-attraction paradigm (Byrne, 1971) which postulates that individuals are attracted to others when perceived similarity is high as it results in interpersonal liking. This fosters the opportunity to share, validate, and reinforce personal self-views, characteristics, and social realities. When applied to supplementary fit, the similarity-attraction paradigm is evidenced when the interaction between an individual and environment is a positive one as a result of similarity. Some positive effects of supplementary fit that have been empirically observed are outcomes such as relationship satisfaction, positive affect, job satisfaction (Cable & Edwards, 2004), and satisfaction of the psychological needs of belongingness and competence (Greguras & Diefendorff, 2009). In terms of conflict style fit, supplementary fit would emerge when individuals shared the same conflict management style as that of the organization. So, for example, a conflict-avoiding employee would experience high fit in a conflict-avoiding climate.

In contrast, Kristof-Brown and colleagues (2005) describe complementary fit as fit that occurs between an employee and an organization when the abilities of one satisfy the needs and demands of the other. Munchinsky and Monahan (1987) provide a comprehensive description of complementary fit such that “the basis for a good fit is the mutually offsetting pattern of relevant characteristics between the person and the environment” (p. 272). Complementary fit functions through need fulfillment where individuals seek out environments that fill certain needs, and the individual reciprocates by providing the environment with certain factors that are needed of them (Cable & Edwards, 2004). When the needs of the individual are filled by the environment and vice versa, the resulting outcome is satisfaction experienced by both parties which, in turn,

leads to positive individual, group, and organization-level outcomes such as increased job performance, team efficacy and cohesiveness, and decreased turnover (Cable & Edwards, 2004; Kristof-Brown et al., 2005).

Person-group fit is one type of fit that often functions as complementary (Kristof-Brown et al., 2005). For example, one individual in a group might have a desired skillset for effective group functioning that no other members possess (e.g., experience with financial analysis). The contribution of that individual's skillset to the group fills a unique need of that group. Similarly, another individual may possess strong leadership skills that others do not possess and, as such, fills the leadership need of the group. Both of these skillsets contribute uniquely to effective group functioning. As illustrated in this example, person-environment fit theorists explain that the process by which complementary fit is experienced is via need fulfillment (Cable & Edwards, 2004; Edwards, 1991).

For the present research, complementary conflict style fit can be inferred when the conflict management style exhibited by an individual employee is beneficial to, albeit not the same as, the management style that is present in the environment, and vice versa. For example, a conflict-yielding employee may experience high fit in a conflict-collaborative organization. Specifically, an individual who exhibits a tendency to sacrifice his/her own interests with the intent of satisfying the others' when managing conflict (i.e., yielding; Pruitt & Rubin, 1986) might benefit from being in an environment that is characterized by norms aimed at satisfying all parties' interests (i.e., collaborating; Pruitt & Rubin, 1986). That the conflict-yielding employee may actually have his/her interests satisfied in a conflict-collaborative environment (i.e., complementary fit; Kristof-Brown et al., 2005) is

an outcome that employee would not normally experience in a conflict situation. Since having one's interests satisfied in the conflict management and resolution process is a positive outcome of conflict (e.g., outcome satisfaction; Curhan, Elfenbein, & Xu, 2006), that employee would be experiencing complementary conflict style fit with their environment. Both a supplementary and complementary approach will be considered when investigating how conflict style fit will influence conflict-related outcomes in the workplace.

Based on the present discussion and review of the literature, the current proposed research will operationalize three novel concepts: 1) individual conflict management profiles, 2) organizational conflict management profiles (i.e., conflict climate), and 3) person-organization conflict style fit. The profiles will be operationalized using latent profile analyses to identify profiles with distinct combinations of styles. Conflict style fit will be operationalized by observing how certain profile combinations interact to influence fit-related outcomes which will give evidence as to what constitutes high fit versus a low fit. Additionally, to demonstrate the importance of conflict style fit as a construct, fit will also be observed in relation to conflict-related outcomes.

Fit-Related Outcomes

Subjective, Direct Fit Perceptions. The first outcome that was considered in operationalizing conflict style fit was a subjective, direct perception of fit. Specifically, subjective, direct fit measures openly ask individuals their opinions on the extent to which they perceive themselves fitting in their work environment. This is opposed to having the researcher examine how individual and environmental characteristics work together,

independent of the individual's perception (i.e., indirect, objective fit; Kristof-Brown et al., 2005). Subjective, direct perceptions of conflict style fit are an important attitude to capture, especially for the purposes of the present research, because they allow for individuals to differentially weight various aspects of the conflict environment based on what is most important and salient in their own mental assessment of fit. The result is a more holistic assessment that captures individual differences (Kristof-Brown et al., 2005), compared with indirect or objective approaches. Additionally, perceived fit is an important organizational construct because high fit is associated with a multitude of positive outcomes including job satisfaction, organizational commitment, job performance, and group satisfaction, to name a few (Kristof-Brown et al., 2005; O'Reilly et al., 1991). In order to determine which combinations of individual conflict style and conflict climate profiles constitute a fit, the relationship between unique profile combinations and subjective, direct fit perceptions will be assessed. If individuals report having high levels of perceived fit, their unique individual-climate conflict style profile combination will reflect high conflict style fit. It is important to note that this relationship is only one of many indicators that will be used in the process of operationalizing conflict style fit.

Group and Process Satisfaction. Two important, organizationally-relevant constructs that are associated with high person-environment fit are satisfaction with co-workers and satisfaction with group-related processes (Kristof-Brown et al., 2005). Similar to Park and Park (2008), who demonstrated how greater satisfaction with group-related outcomes was an indicator of a good match of conflict styles between the individual and the group, the present research will assess the relationship between conflict

style fit and satisfaction with the group and group processes. Satisfaction with the group and group processes are affective assessments made by individual group members, and they are important attitudes because they are associated with organizational outcomes such as organizational citizenship behaviours, job satisfaction, and group performance (Davis, 2006; Reing, Horowitz, & Wittenburg, 2009). The present research proposes that the extent to which individuals are satisfied with their work group and their work group's processes is partially a result of how individuals feel they fit within the conflict management environment in their workplace. The notion is supported through research on person-group fit as individuals who experience high levels of person-group fit report higher coworker satisfaction and satisfaction with group performance (Kristof-Brown et al., 2005; Reing et al., 2009). As such, when individuals report high satisfaction with their group and group processes, their individual-climate conflict style profile will reflect high fit.

Conflict Style Fit and Conflict-Relevant Outcomes

Conflict Efficacy. Efficacy is understood as an individual's confidence that he or she has the required abilities to effectively perform or take an appropriate course of action in a given situation (Bandura, 1982), and conflict efficacy is defined as the belief that an individual can effectively deal with issues that arise from conflict in an attempt to manage conflicts productively (Alper et al., 2000). An individual's efficacy for a task is derived from perceived outcome expectancies (i.e. what outcomes are expected from an individual in an environment). Whether an individual feels efficacious depends on

whether that individual believes he/she can perform in a situation to achieve the desired outcomes.

Psychological perceptions of organizational climates are important for efficacy because climate perceptions influence individual behaviours. Parker and colleagues (2003) propose that process by which climate perceptions influence individual behaviours is via outcome expectancies. Specifically, when individuals form perceptions about a workplace climate, they reference norms to identify what outcomes are expected of them (e.g., performance outcomes, rule compliance outcomes, etc.). These expectancies, in turn, motivate individuals to behave in certain ways in order to meet the identified expectations (Parker et al., 2003). In the context of conflict management climate, employees' will identify the types of conflict management behaviours that are consistent with the norms expected for handling conflict in the workplace. However, the behavioural norm expectancies may or may not be in accordance with the conflict management style preferences of the individual. If a discrepancy exists between employees' individual characteristics and the outcome expectations of their environment, self-efficacy research suggests that those employees will feel less efficacious as they may not be able to exert the necessary actions to effectively perform and manage conflict in their workplace (Alper et al., 2000; Bandura, 1993).

Based on this discussion concerning climate perceptions, outcome expectancies, and efficacy, if an employee believes he or she is able to employ a management style that is in accordance with the norms of the climate, then he or she will likely feel efficacious in managing the conflict. For example, if the climate is perceived as collaborative and the

employee prefers a collaborative style, then he or she will naturally manage conflict in accordance with the conflict management norms and, as such, will likely feel capable to manage the conflict. Conversely, if an employee does not feel that his or her conflict management style is in accordance with the climate's expectations, then he or she will likely feel inept in managing the conflict. Furthermore, if an individual perceives that his/her behavioural preferences in managing conflict at work are effective in accordance with the conflict management environment, that should be an indicator of conflict style fit. As such, conflict efficacy is an outcome that will be considered in operationalizing conflict style fit.

Degree of Perceived Conflict Resolution in the Workplace. There may be differences in the extent to which individuals perceive conflicts to be resolved in the workplace depending on the unique combination of individual conflict management preferences and climate conflict management preferences. For example, if an incompatibility exists between how one employee manages conflict and how conflict is typically managed in the workplace climate, that employee may not perceive a conflict to be resolved as effectively compared with when an employee's style is consistent with that of the environment. As the extent to which a conflict is resolved is largely dependent on how conflict is managed (Tjosvold, 2006), then conflict management behaviours exhibited by the individual and other employees in the work environment will influence how conflict is resolved. Jehn (1995) also included conflict resolution in the organization in her research on conflict types as it is a construct that has been found to be influenced by individuals' perceptions of and reaction to conflict experiences. As such, for the

present research it is important to consider that the conflict management behaviours used by those involved in a conflict at work (i.e., the individual and immediate work group) will likely influence the extent to which individuals perceive conflict to be resolved in that environment.

Research Objective: Conflict style fit will be inferred via the relationships that unique individual and climate profile combinations have with, a) perceived fit, b) group satisfaction, c) process satisfaction, d) conflict efficacy, and e) perceived degree of conflict resolution. Groups with higher outcomes will be those that exhibit high conflict style fit.

Method

Sample

Considering the exploratory nature of the present research and that observing conflict management styles via a person-centered approach is a novel contribution to the literature, it was of interest to collect two samples of data in order to determine whether the profile structures identified in Sample 1 would replicate in Sample 2. The replication of results will provide further support that the identified profile structure represents naturally occurring, homogeneous subpopulations who share similar preferences for managing conflict via the five conflict styles: yielding, compromising, dominating, collaborating, and avoiding. As such, data for the present study were collected in two samples, resulting in a total of 634 participants ($n = 314$ for Sample 1, and $n = 320$ for Sample 2). All participants consisted of full-time, working adults from a variety of different industries in North America (e.g., construction, manufacturing, educational services, healthcare and social assistance, accommodation and food services, public administration, etc.) who had been employed with their current organization for a minimum of six months. In Sample 1, 50% of participants resided in Canada, and 50% of participants resided in the United States at the time data were collected. Fifty-one percent of the sample was female, 77% were Caucasian, and 59% worked in a management or supervisory role. The average age was 37.2 years ($SD = 9.96$), and 77% of the sample reported having experienced at least one conflict in their current workplace in the previous six months. In Sample 2, 47% of participants resided in Canada, and 53% of participants resided in the United States at the time data were collected. Fifty-one percent

of the sample was female, 78% of the sample was Caucasian, and 53% worked in a management or supervisory role. The average age was 38.8 years ($SD = 11.04$), and 68% of the sample reported having experienced at least one conflict in their current workplace in the previous six months.

Materials

Participants were asked to complete the following questionnaires (Appendix A): Demographics Questionnaire, The Dutch Test for Conflict Handling for the individual (DUTCH-Individual; De Dreu, Evers, Beersma, Kluwer, & Nauta, 2001), the Dutch Test for Conflict Handling for the immediate work group (DUTCH-Climate; adapted from the DUTCH-Individual and the Conflict Cultures Scale; Gelfand et al., 2012), Perceived Conflict Style Fit (adapted from a perceived person-organization fit measure; Cable & Judge, 1996), Satisfaction with Group and Satisfaction with Group Processes (Green & Taber, 1980), the Conflict Efficacy Scale (adapted from Personal Self Efficacy Beliefs Scale; Riggs, Warka, Babasa, Betancourt, & Hooker, 1994), and the Conflict Resolution Scale (Jehn, 1995). A general work functioning measure that includes a turnover intention scale, an absenteeism scale, and a self-rated performance scale were also included. Scale reliabilities are presented in Table 1.

Demographics. A demographics questionnaire was created for the purpose of the present study to collect background information from the participants. It consisted of 13 questions regarding age, gender, cultural background, and current personal and employment information.

DUTCH-Individual. The Dutch Test for Conflict Handling for the individual was used to measure the extent to which individuals used the five conflict management styles (i.e., yielding, compromising, forcing, collaborating, and avoiding; De Dreu et al., 2001). The scale consists of five subscales, one for each style, with four items per subscale (total 20 items). Participants were asked to respond to the questions based on their behavioural tendencies for managing conflict in their organization. The stem for the scale was, ‘When I have conflict at work, I do the following...’ Example items include, ‘I give in to the wishes of the other party’ (yielding subscale), and, ‘I push my own point of view’ (dominating subscale). Responses were measured using a five-point Likert type scales with higher scores representing greater use of a style (i.e., anchors ranging one to five with one representing ‘never’ and five representing ‘always’). The results from this measure were used to identify broad conflict management profiles for the individual.

DUTCH-Climate. The Dutch Test for Conflict Handling for the immediate work group was adapted from the DUTCH-Individual and from the Conflict Cultures Scale (i.e., Gelfand and colleagues (2012) adapted the DUTCH-Individual for culture to measure collaborative, dominant, and avoidant conflict cultures, namely the Conflict Cultures Scale. Their items were referenced when the DUTCH-Individual was adapted to the DUTCH-Climate in the present study). The DUTCH-Climate was used to measure the extent to which individuals perceived the use of the five conflict management styles (i.e., yielding, compromising, forcing, collaborating, and avoiding) in their immediate work group. The scale consists of five subscales, one for each style, with four items per subscale (total 20 items). Participants were asked to respond to the questions based on the conflict management tendencies they observed in their immediate work group. The stem

for the scale was, 'In my immediate work group, people...' Example items include, '...give into each other's wishes' (yielding subscale; adapted from: 'I give in to the wishes of the other party'), and, '...push their own points of view' (dominating subscale; adapted from: 'I push my own point of view'). Responses were measured using five-point Likert type scales with higher scores representing greater use of a style (i.e., anchors ranging one to five with one representing 'never' and five representing 'always'). A reliability analysis of the avoiding subscale in both Sample 1 and Sample 2 datasets revealed that Cronbach's alpha was much higher when the item, '...discuss conflict in the open' was removed. As such, and as the scale was adapted and has not been previously used in research, the item was not included in the scale total. The results from these subscales were used to identify broad conflict management profiles for the organizational climate.

Perceived Conflict Style Fit. To measure the extent to which individuals perceived their conflict management style to be compatible with that of their conflict management climate at work, a three-item measure was created to assess perceived fit. The measure was adapted to be specific to the conflict management context from a broad person-organization fit measure (Cable & Judge, 1996). The items include, 'to what degree does the way you deal with conflict 'match' or 'fit' that of your immediate work group,' 'to what degree does the way you deal with conflict prevent you from fitting in with your immediate work group,' and 'do you think the way you deal with conflict reflects that of your immediate work group.' Responses were measured using five-point Likert type scales with one representing 'not at all' and five representing 'completely.' A reliability analysis of the present scale in both Sample 1 and Sample 2 datasets revealed

that Cronbach's alpha was much higher when the item, 'to what degree does the way you deal with conflict prevent you from fitting in with your immediate work group.' As such, the item was not included in the scale total. The results from the perceived conflict style fit measure were used as an outcome variable by which its relationship with the interaction of individual and climate profiles was investigated.

Satisfaction with the Group. To measure the extent to which individuals were satisfied with their coworkers in their immediate work group, the Satisfaction with Group scale developed by Reinig and colleagues (2009) was used. The scale is a five item measure where items are scored on five-point Likert-type scales with 1 being 'strongly disagree' and 5 being 'strongly agree.' A sample item from the measure is, 'The members make me feel involved in the group.' The results from this measure were used as an outcome variable by which its relationship with the interaction of individual and climate profiles was investigated.

Satisfaction with Group Processes. To measure the extent to which individuals were satisfied with processes in their group, Green and Taber's (1980) Satisfaction with Group Processes instrument that has been frequently used in group studies was used. The scale includes one item that is responded to with five different five-point Likert-type scales. The item is, 'how would you describe your group's problem-solving process?' The anchors vary from efficient to inefficient, coordinated to uncoordinated, fair to unfair, understandable to confusing, and satisfying to dissatisfying. The results from this measure were used as an outcome variable by which its relationship with the interaction of individual and climate profiles was investigated.

Conflict Efficacy Scale. The Conflict Efficacy Scale was adapted from Riggs and colleague`s (1994) Personal Self-Efficacy Beliefs Scale. This scale consists of 10 items which measure how efficacious individuals feel in managing conflict in their workplace. Responses are measured using a Likert-type scale with anchors ranging from one to five with one representing ‘strongly disagree’ and five representing ‘strongly agree.’ Respondents were asked to think about their ability to deal with conflict in their organization and answer in reference to their own personal conflict management skills. Example items from the Conflict Efficacy Scale are, ‘I have confidence in my ability to manage conflict at work’ and ‘there are some conflicts at my workplace that I cannot manage well. These were adapted from the Personal Self-Efficacy Beliefs Scale items reading, ‘I have confidence in the ability to do my job’ and ‘there are some tasks required by my job that I cannot do well.’

Conflict Resolution Scale. To measure the extent to which conflict is typically resolved within a work group, Jehn`s (1995) Conflict Resolution Scale was used. This scale consists of three items: 1) disagreements about the specific work being done are usually resolved in my immediate work group; 2) emotional conflicts are usually resolved in my immediate work group; and 3) disagreements about who should do what are usually resolved in my immediate work group. Responses are measured using a Likert-type scale with anchors ranging from one to five with one representing ‘not at all’ and five representing ‘all of the time.’

Procedure

Participants were recruited via Cint, a United States-based panel management company from which data for the present study were purchased. Cint partners with Fluid Surveys, the online software tool that was used for data collection in the present study. Cint recruits and compensates participants for research via their participant panels.

Participants were recruited at two separate time points resulting in two samples of data collection. The time lag between data collection for Sample 1 and Sample 2 was three days (i.e., Sample 2 data collection commenced three days after Sample 1 data collection was completed). The procedure for the two samples of data collection was identical, and the same materials were administered with the exception of one additional 10-item measure (Short Work Attachment Measure; Leiter, Day, & Price, 2015) included in Sample 2 that was not used in the present study.

In the recruitment phase, Cint provided potential participants a recruitment notice which included a direct link to the study survey using the Fluid Surveys' survey tool. Those who agreed to participate selected the link which directed them to the study's informed consent page (see Appendix B) outlining the nature of the research, eligibility criteria, and potential benefits and risks of participating. Those who consented to participate in the research were first asked three qualifier questions (i.e., participants must have been at least 18 years of age, working full-time at one organization, and employed with their current organization for a minimum of six months). Participants were then presented the demographics questionnaire, followed by a battery of questionnaires

presented in a random order assessing the variables of interest for the present study (e.g., DUTCH-Individual, DUTCH-Climate, Perceived Conflict Style Fit, Satisfaction with the Group, Satisfaction with Group Process, Conflict Efficacy, and Conflict Resolution).

Participants were instructed to respond to the questions but were allowed to skip any if desired. They were also given the choice to exit the study at any time. Upon completion, participants were presented a debriefing form (see Appendix C) with further information about the objective of the study and contact information of the researcher for any further inquiries. The contact information for local distress centers and local help crisis lines was also provided in addition to advice for contacting employee assistance programs in the event the study elicited feeling of distress.

Analytic Approach

Given that the objective of the present research was to operationalize three constructs (i.e., individual conflict management profiles, conflict management climate profiles, and conflict style fit) and observe how these constructs were associated with various outcomes of interest, a variety of different analyses were employed. Latent profile analyses (LPAs; Muthén & Muthén, 2000) were used to identify individual and organizational conflict management profiles. LPA was chosen as the appropriate analysis because it utilizes an exploratory, person-centered approach that involves identifying qualitatively and quantitatively distinct, categorical latent profiles (i.e., conflict management profiles) based on continuous observed variables (i.e., individual and organizational scores on the conflict management style subscales: yielding, compromising, dominating, collaborating, and avoiding). The aim of this analysis is to

identify previously unobserved, homogeneous subpopulations (identified by profile membership) based on similar response patterns to the construct of interest that is being measured (i.e., conflict management styles; Williams & Kibowski, 2016).

First, two latent profile analyses (LPAs) were conducted on the Sample 1 dataset to identify distinct conflict management profiles: one LPA for the individual and one LPA for the work group climate. The variables that were entered in each of the analyses were the conflict management style subscale scores (i.e., individual profiles were derived from individual scores on dominating, yielding, collaborating, compromising, and avoiding, and climate profiles were derived from climate scores for dominating, yielding, collaborating, compromising, and avoiding). Second, two LPAs were conducted on the Sample 2 dataset using the individual and climate conflict management subscale scores in attempt to confirm the profile solution structures that were identified in Sample 1.

All latent profile analyses were conducted using MPlus Version 7 (Muthén & Muthén, 1998-2015). In order to select the best individual and climate profile solutions, an inductive, exploratory approach was taken where each LPA began by specifying two profile solutions, followed by three profile solutions, four profile solutions, etc. This iterative approach was recommended by Nylund, Asparouhov, and Muthén (2007) and is commonly used in LPA research (e.g., Gabriel, Daniels, Diefendorff & Greguras, 2015; Merz & Roesch, 2011). The number of profile solutions was increased for each analysis until, “the increase in model fit no longer merited the reduction in parsimony achieved by specifying another latent [profile]” (Gabriel et al., 2015, p. 866).

The best profile solution in LPA is identified through the examination of statistics and theoretical relevance. Specifically, model fit is assessed in LPA via a collection of seven statistics that are generated for each possible profile solution: the log likelihood (LL), the Akaike information criterion (AIC), the Bayesian information criterion (BIC), the sample-size adjusted Bayesian information criterion (SSA-BIC), the Lo-Mendell-Rubin likelihood ratio test (LMR; a statistic used to compare nested latent class models (Lo, Mendell, & Rubin, 2001)), the bootstrap likelihood ratio test, and entropy (i.e., the probability of successfully classifying participants into one of the latent profiles in the model (Masyn, 2013)). The best-fitting model is identified by having lower LL, AIC, BIC, and SSA-BIC statistics than other models (there are no specific cut-off scores for these statistics). The LMR and BLRT should both be significant (at the $p < .001$ level) as they indicate the model is better than the model with $k - 1$ classes, and entropy should be greater than other models as values approaching 1 indicate a clear distinction between classes (Celeux, & Soromenho, 1996; Nylund et al., 2007; Williams & Kibowski, 2016). Another important consideration in selecting the best-fitting profile solution is the sample size of the smallest profile such that a profile that only represents a very small portion of the data might not add explanatory power or generalizability or may represent a spurious profile (e.g., $< 1\%$, Hipp & Bauer, 2006).

In addition to statistics and sample size, researchers should consider four model specifications when assessing solutions: either specifying local independence (i.e. error variances of observed variables are not allowed to covary within the profiles) or local dependence (i.e., error variances of observed variables are allowed to covary within the

profiles), and either restricting variances and covariances to be the same across classes or allowing them to be freely estimated (Masyn, 2013; Williams & Kibowski, 2016). For exploratory research, a conservative, restrictive approach to estimating parameters is recommended because models with fewer freely estimated parameters tend to have fewer statistical problems (Berlin, Williams, & Parra, 2013). As such, all latent profile parameters in the present research were fixed with local independence, and variances and covariances across profiles were constrained to be equal. Finally, the process of selecting the best-fitting model should be guided by theory, parsimony, and substantive meaning and practical relevance of the profile solution (Berlin et al., 2013; Nylund et al., 2007; Williams & Kibowski, 2016).

Following the LPAs, to assess conflict style fit all of the combinations of self and climate profiles (identified through the LPAs) that were present in the data were grouped into categories (e.g., all participants with a Self Profile 1 and Climate Profile 1 were placed in one category, all participants with a Self Profile 1 and Climate Profile 2 were placed in another category, etc.). A new, categorical variable was created (Profile Pair) that consisted of seven categories (i.e., all the combinations of self and climate profiles that were present in the data). This categorical variable was used as the independent variable to investigate conflict style fit through a series of Multiple Analyses of Variance (MANOVAs) with theoretically related person-environment fit and conflict-related continuous outcome variables. MANOVA is the appropriate analysis for the present data as the data are multivariate, the independent variable is categorical with more than two levels, the dependent variables are continuous, and the dependent variables are naturally

and empirically correlated at high negative levels or moderate positive levels (Tabachnick & Fidell, 2006). The results from the MANOVA analyses were then used to determine which combinations of self and climate profiles were most optimal based on the strengths and directions of their relationships with the outcome variables of interest.

Results

Preliminary Analyses

Data were screened for missing cases, extreme values, linearity, and normality in the Sample 1 and Sample 2 datasets separately. Of the 634 participants (i.e., 314 in Sample 1, and 320 in Sample 2), 19 cases were removed as their completion times were deemed insufficient to properly answer the surveys (i.e., participants with completion times under four minutes), and 18 cases were removed due to being identified as multivariate outliers (i.e., extreme Mahalanobis distance values; Tabachnick & Fidell, 2013) resulting in a total of 597 participants (i.e., 292 in Sample 1, and 305 in Sample 2). Further missing data represented such a small portion of the dataset (i.e., no more than 2% of each item) that it was left as missing (i.e., no transformations or imputations were applied to the data); however, for every scale, participants must have responded to most or all of the items (e.g., all three in a three item scale, at least three in a four item scale, at least nine in a ten item scale) to be included in the scale total computations. There were no concerns with linearity or normality of study variables in either the Sample 1 or Sample 2 datasets. Correlations and descriptive statistics for the Sample 1 and Sample 2 study variables are displayed in Table 1 and Table 2, respectively.

Table 1

Correlations for Sample 1 and Sample 2 Study Variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
1 Self Yield	(.79/.78)	.35**	.25**	.31**	.44**	.49**	.33**	.33**	.28**	.25**	.29**	.23**	.21**	-.16**	.20**
2 Self Comp	.31**	(.84/.84)	.24**	.66**	.29**	.46**	.64**	.11	.58**	.22**	.43**	.52**	.48**	.38**	.43**
3 Self Force	.32**	.25**	(.80/.82)	.34**	.16**	.27**	.30**	.41**	.27**	.33**	.32**	.22**	.20**	.08	.25**
4 Self Collab	.30**	.64**	.24**	(.83/.85)	.32**	.45**	.61**	.10	.61**	.23**	.44**	.53**	.44**	.38**	.44**
5 Self Avoid	.53**	.32**	.15*	.22**	(.81/.85)	.27**	.22**	.29**	.16**	.48**	.24**	.16**	.18**	-.04	.25**
6 Climate Yield	.43**	.42**	.30**	.46**	.20**	(.81/.80)	.61**	.00	.66**	.28**	.42**	.58**	.45**	.16**	.44**
7 Climate Comp	.28**	.57**	.17**	.53**	.24**	.66**	(.84/.85)	-.03	.76**	.24**	.44**	.61**	.59**	.35**	.45**
8 Climate Force	.27**	.07	.39**	.00	.22**	.02	.00	(.88/.88)	-.13*	.39**	.07	-.20**	-.19**	-.32**	-.03
9 Climate Collab	.30**	.52**	.19**	.55**	.086	.67**	.72**	-.12*	(.91/.91)	.15*	.44**	.67**	.63**	.38**	.53**
10 Climate Avoid	.49**	.24**	.28**	.12*	.52**	.40**	.32**	.40**	.22**	(.79/.76)	.19**	.05	.13*	-.17**	.17**
11 Perceived Fit	.31**	.43**	.27**	.48**	.19**	.57**	.54**	.03	.56**	.28**	(.71/.67)	.48**	.35**	.19**	.43**
12 Group Satisfaction	.17**	.50**	.15**	.60**	.10	.48**	.51**	-.09	.59**	.12*	.52**	(.89/.90)	.64**	.49**	.52**
13 Process Satisfaction	.19**	.43**	.13*	.50**	.09	.55**	.59**	-.23**	.67**	.15*	.59**	.61**	(.93/.91)	.40**	.52**
14 Conflict Efficacy	.20**	.34**	-.19**	.43**	-.10	.03	.20**	-.29**	.26**	-.28**	.14*	.37**	.31**	(.82/.84)	.25**
15 Conflict Resolution	.24**	.44**	.12*	.48**	.15*	.42**	.29**	-.09	.58**	.13*	.51**	.61**	.58**	.32**	(.84/.85)

Note. * $p < .05$, ** $p < .01$ (2-tailed). $N = 292$ individuals in Sample 1, and $N = 305$ in Sample 2. Correlations for Sample 1 study variables are below the diagonal, and correlations for Sample 2 study variables are above the diagonal. Scale reliabilities are along the diagonal; Sample 1 scale reliabilities are before the slash.

Table 2

Descriptive Statistics for Sample 1 and Sample 2 Study Variables

Study Variables	Sample 1		Sample 2	
	<i>M</i>	<i>SD</i>	<i>M</i>	<i>SD</i>
Self Yield	3.27	.64	3.31	.60
Self Comp	3.72	.70	3.69	.68
Self Force	3.02	.79	3.04	.76
Self Collab	3.75	.69	3.71	.69
Self Avoid	3.42	.78	3.39	.81
Climate Yield	3.47	.64	3.50	.63
Climate Comp	3.55	.72	3.55	.72
Climate Force	3.09	.84	3.16	.84
Climate Collab	3.63	.83	3.59	.80
Climate Avoid	3.16	.84	3.20	.78
Perceived Fit	3.46	.86	3.44	.80
Group Satisfaction	3.88	.74	3.84	.76
Process Satisfaction	3.81	.91	3.83	.86
Conflict Efficacy	3.48	.633	3.48	.634
Conflict Resolution	3.77	.792	3.71	.726

Note. All scales anchors ranged from 1-5, with 1 representing the lowest levels of each construct and 5 representing the highest levels of each construct. $N = 292$ individuals in Sample 1, and $N = 305$ in Sample 2.

Latent Profile Analyses: Self-Conflict Management Profiles

Sample 1. The latent profile analyses were conducted for the self-conflict management profiles using individuals' average scores on the yielding, compromising, dominating, collaborating, and avoiding subscales. Model fit was assessed by first specifying a 2 profile solution and then consecutively increasing the number of profiles in subsequent solutions (i.e., 3, 4, 5 profile solutions; Williams & Kibowski, 2016). Fit statistics for each solution are presented in Table 3. Significant LMR and BLRT values

indicated that the 2-profile solution fit better than a 1-profile solution, and the 3-profile solution fit better than the 2-profile solution. The information criteria for the 3-profile solution also was lower than that of the 2-profile solution, evidencing better fit. Although the significant BLRT for the 4-profile solution and lower information criteria suggested a better fit than the 3-profile solution, the LMR for the 4-profile solution was not as highly significant as the LMR for the 3-profile solution ($p = .0221$, $p = .0010$, respectively). The 5-profile solution did not have a significant LMR value despite its lower information criteria, indicating it did not fit better than the 4-profile solution. Although the entropy is lowest for the 3-profile solution, it is still close to 1 and, as such, is acceptable (entropy is an indication of model usefulness based on the observed variables' importance in each class versus model fit and, as such, should not aid in deciding the optimal number of profiles; Asparouhov & Muthén, 2014).

To further explore the LPA results, differences were examined for the 3- and 4-profile solutions as they had similar model fit statistics and both were theoretically viable. Specifically, the estimated means on the indicator variables were used to assess and describe the qualitative and quantitative differences between each of the profiles in the 3-profile solution (as presented in Table 4 and illustrated in Figure 1) and the 4-profile solution (as presented in Table 5 and illustrated in Figure 2). For the 3-profile solution, Profile 1 represents 38% of the sample and consists of individuals whose response patterns on the observed variables indicate they employ all of the conflict management styles relatively equally at moderate levels (with slightly lower levels on dominating than

Table 3

Fit Statistics for Self-Conflict Management Profiles (Sample 1 and Sample 2)

No. of Profiles	LL	FP	AIC	BIC	SSA-BIC	LMR (<i>p</i>)	BLRT (<i>p</i>)	Entropy
Sample 1 (<i>N</i> = 292)								
2	-1479.920	16	2991.839	3050.667	2999.928	.0000	.0000	.886
3	-1430.042	22	2904.084	2984.973	2915.206	.0010	.0000	.780
4	-1401.238	28	2858.477	2961.426	2872.632	.0221	.0000	.830
5	-1376.563	34	2821.125	2946.135	2838.313	.8667	.0000	.829
Sample 2 (<i>N</i> = 305)								
2	-1512.352	16	3056.704	3116.229	3065.485	.1264	.0000	.761
3	-1473.074	22	2990.147	3071.994	3002.221	.0685	.0000	.717
4	-1447.841	28	2951.682	3055.850	2967.048	.5290	.0000	.755
5	-1418.883	34	2905.766	3032.257	2924.425	.2611	.0000	.882

Note. LL = log-likelihood; FP = free parameters; AIC = Akaike information criteria; BIC - Bayesian information criteria; SSA-BIC = sample-size adjusted BIC; LMR = Lo, Mendell, and Rubin test; BLRT = bootstrapped log-likelihood ratio tests.

others). Profile 1 was labelled the ‘Low Flexible Engagers (Low Engagers, in short).’

Profile 2 represents 55% of the sample and was characterized by individuals whose

response patterns on the observed variables indicate moderate to high usage of

compromising and collaborating styles (i.e., dual concern styles) and low usage of

yielding, dominating, and avoiding styles. Profile 2 was labelled the ‘Dual Concern

Cooperators.’ Profile 3 represents 7% of the sample and consists of individuals whose

response patterns on the observed variables indicate they employ all of the conflict

management styles relatively equally at high levels (with slightly lower levels on

dominating than others). Profile 3 was labelled the ‘High Flexible Engagers (High

Engagers, in short).’ Profiles 1 and 3 are quantitatively different from each other,

however, they are qualitatively similar (see Figure 1). Specifically, in terms of profile

shape, the variability in their usage of the five conflict management styles is similar

which reveals qualitative similarity, but the endorsement of the extent to which they use

Table 4

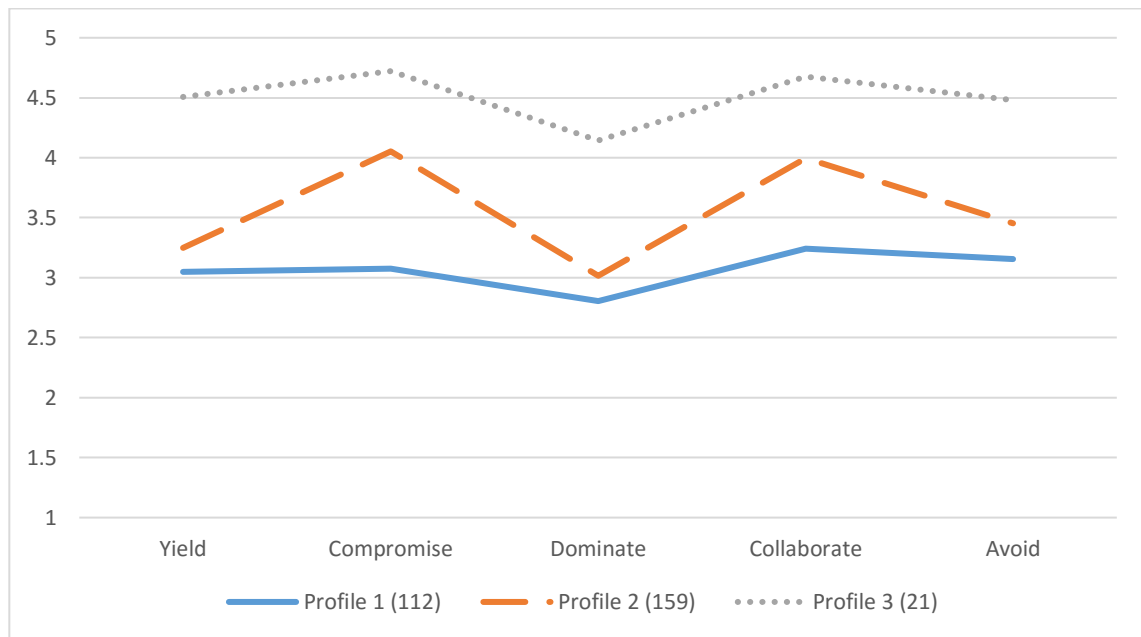
Estimated Means for Sample 1 and Sample 2 Variables in the 3-Profile Self Solutions

	Sample 1			Sample 2		
	Profile 1 <i>n</i> = 112	Profile 2 <i>n</i> = 159	Profile 3 <i>n</i> = 21	Profile 1 <i>n</i> = 129	Profile 2 <i>n</i> = 148	Profile 3 <i>n</i> = 28
	<i>M (SE)</i>					
Yielding	3.047 (.052)	3.249 (.061)	4.507 (.137)	3.095 (.057)	3.327 (.073)	4.158 (.324)
Compromising	3.076 (.090)	4.053 (.063)	4.722 (.105)	3.163 (.106)	3.979 (.144)	4.554 (.157)
Dominating	2.805 (.073)	3.016 (.066)	4.144 (.252)	2.805 (.062)	3.018 (.104)	4.200 (.237)
Collaborating	3.242 (.081)	3.995 (.069)	4.678 (.134)	3.188 (.133)	4.002 (.131)	4.566 (.147)
Avoiding	3.157 (.076)	3.454 (.090)	4.480 (.124)	3.154 (.075)	3.397 (.127)	4.376 (.165)

Note: Profile 1 represents the Low Engagers, Profile 2 represents the Dual Concern Cooperators, and Profile 3 represents the High Engagers in each sample.

Figure 1

3-Profile Solution for Self-Conflict Management Styles in Sample 1



Note: Profile 1 represents the Low Engagers, Profile 2 represents the Dual Concern Cooperators, and Profile 3 represents the High Engagers.

these behaviours is different. Individuals in Profile 1 use all behaviours less frequently than individuals in Profile 3, revealing a quantitative difference. Conversely, Profile 2 is both qualitatively and quantitatively different from Profiles 1 and 3 as the variability in the usage of conflict management styles is different (i.e., profile shape: they use collaborating and compromising more than all other styles), and the frequency of which all of the styles are utilized is different from Profiles 1 and 3. The shapes of the profiles were also examined for the 4-Profile solution (see Figure 2). The results revealed three distinct profiles that were qualitatively and quantitatively similar to Profiles 1, 2, and 3 in the 3-Profile solution: Low Engagers, Dual Concern Cooperators, and High Engagers (see Figures 1 and 2). The proportion of the sample in each profile was also similar across solutions (Profile 1 was 41% in the 4-Profile solution compared to 38% in the 3-Profile solution, Profile 2 was 51% in the 4-Profile solution compared to 55% in the 3-Profile solution, and Profile 3 was 7% in both profile solutions). The 4-Profile solution, however, yielded an additional profile representing 1% of the sample. Profile 4 is characterized by being extremely high on the Dual Concern styles (i.e., compromising and collaborating) while being extremely low on all others: avoiding, dominating, and yielding.

Interestingly, the shape of Profile 4 is qualitatively similar to Profile 2 in both 3- and 4-Profile solutions such that it is characterized by the dominant use of the same two styles, but it is quantitatively different in that the Dual Concern styles are endorsed more highly in Profile 4 compared to 2 while the other styles are endorsed much less in Profile 4 compared to Profile 2. Profile 4 was labelled the 'Self and Other Satisfiers.' Despite the consistency between Profiles 1, 2, and 3 in both 3- and 4-Profile solutions, the 4-profile

Table 5

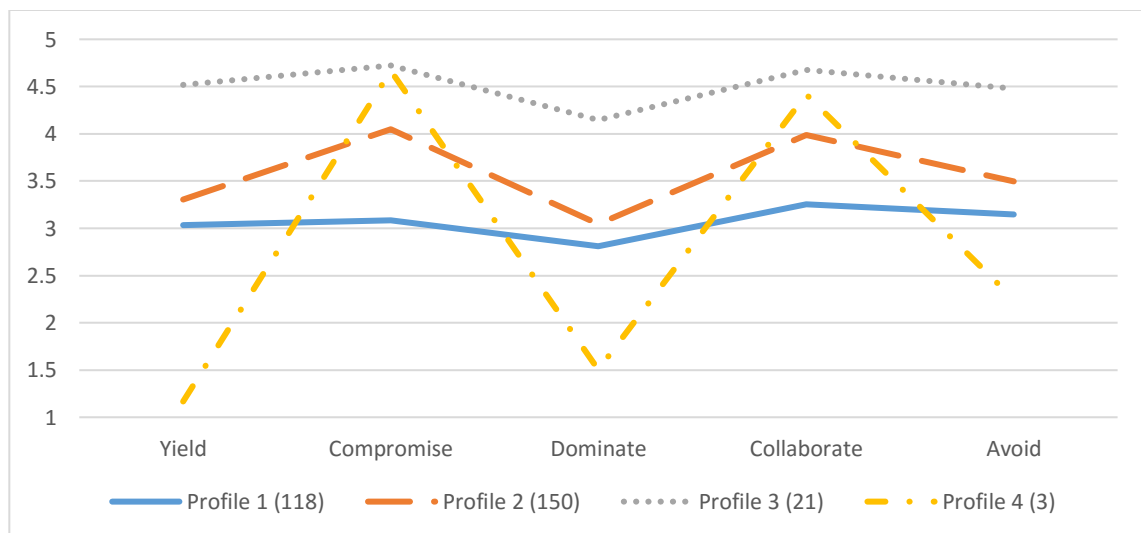
Estimated Means for Sample 1 and Sample 2 Variables in the 4-Profile Self Solutions

	Sample 1				Sample 2			
	P 1 <i>n</i> = 118	P 2 <i>n</i> = 150	P 3 <i>n</i> = 21	P 4 <i>n</i> = 3	P 1 <i>n</i> = 108	P 2 <i>n</i> = 145	P 3 <i>n</i> = 33	P 4 <i>n</i> = 19
	<i>M (SE)</i>							
Yield.	3.034 (.061)	3.304 (.061)	4.516 (.134)	1.167 (.137)	3.105 (9.104)	3.258 (.072)	4.118 (.235)	3.451 (.218)
Comp.	3.086 (.098)	4.048 (.068)	4.723 (.104)	4.667 (.273)	3.064 (.109)	3.826 (.288)	4.474 (.203)	4.670 (.191)
Dom.	2.810 (.075)	3.045 (.066)	4.146 (.251)	1.501 (.237)	2.757 (.121)	3.083 (.127)	4.282 (.159)	2.228 (.420)
Collab.	3.254 (.083)	3.990 (.073)	4.677 (.137)	4.417 (.246)	3.116 (.337)	3.854 (.113)	4.493 (.149)	4.498 (.274)
Avoid.	3.144 (.076)	3.494 (.097)	4.481 (.126)	2.250 (.590)	3.171 (.110)	3.249 (.099)	4.301 (.165)	4.103 (.358)

Note: Profile 1 represents the Low Engagers, Profile 2 represents the Dual Concern Cooperators, Profile 3 represents the High Engagers in each sample, and Profile 4 represents the Self and Other Satisfiers in Sample 1 and the Non-dominators in Sample 2.

Figure 2

4-Profile Solution for Self-Conflict Management Styles in Sample 1



Note: Profile 1 represents the Low Engagers, Profile 2 represents the Dual Concern Cooperators, Profile 3 represents the High Engagers, and Profile 4 represents the Self and Other Satisfiers.

solution is problematic in that it yielded one profile with a sample size of 3 (i.e., 1% of the sample) which may suggest a spurious profile (Williams & Kibowski, 2016).

Additionally, the similarity in shape between Profiles 2 and 4 suggests that the overall pattern of conflict style use is similar in which case the more parsimonious solution should be retained (Muthén & Muthén; Williams & Kibowski, 2016).

The theoretical viability of the 3- and 4-Profile solutions was also considered. The structure for the 3-Profile solution revealed that roughly half of the participants are qualitatively similar in that they use all of the conflict management styles interchangeably at similar levels with dominating to a slightly lesser extent (i.e., Profile 1 (38%) and Profile 3 (7%)). This parallels with Van de Vliert and colleague's (1995) theory that people may not have a dominant conflict management style and, instead, respond to conflict situations differently based on the context or may use them conjointly in any given conflict situation. Interestingly, however, the profiles differ in frequency suggesting some people more actively approach conflict than others, despite the similarity in their propensity to use certain styles. As workplace conflict is considered a stressor, it elicits a coping response (De Dreu et al., 2012). Theories on stress and coping propose that coping strategies vary in the extent to which they exhibit an attempt to control the situation (i.e., some approaches are more active than others; Latack & Havlovic, 1992). Therefore, that the two qualitatively similar profiles differ quantitatively is supported by stress and coping theory in that some individuals take a more active approach to conflict resolution than others.

Profile 2, representing slightly more than half the sample, reflects individuals who are both concerned for both their self and the other party, a pattern consistent with the notion of ‘dual concern’ in the Dual Concern Theory (Pruitt & Rubin, 1986). Specifically, people are motivated to satisfy their own and the other party’s concerns to an equal extent versus sacrificing their concerns or ignoring others’ concerns. This approach characterized by the dual concern motivation is typically regarded as the most constructive approach (De Dreu & Gelfand, 2008; Thomas, 1992; Tjosvold, 2008). Given that the qualitative and quantitative differences in Profiles 1, 2, and 3 are all supported by theory, the 3-Profile solution offers theoretical viability and practical relevance to understanding individual conflict management strategies.

The structure of the 4-Profile solution was similar to that of the 3-Profile solution, albeit yielding one additional profile. The structure and shapes of Profiles 1, 2, and 3 mirrored Profiles 1, 2, and 3 from the 3-Profile solution. The additional profile exhibited a similar overall pattern to the Dual Concern Cooperator pattern (i.e., Profile 2) only to a more-extreme extent as the dual concern strategies are utilized more whereas all others are utilized much less. As this profile was qualitatively similar to Profile 2 which is explained via Dual Concern Theory (Pruitt & Rubin, 1986), and that this profile only comprised of 3 individuals, the 4-Profile solution is not more theoretically or practically relevant than the 3-Profile solution.

In light of the present results, the 3-Profile solution was retained as the best-fitting model for the data. The profile characteristics identified through the 3-Profile solution provide support for Hypothesis 3b (i.e., moderate usage of all styles) and

Hypothesis 3c (i.e., high usage of all styles) and provide partial support for Hypothesis 4 (i.e., high usage on 2 of the 3 expected ‘other’ concern styles (compromising, collaborating, and yielding)). The other hypothesized profile structures were not confirmed in the 3-Profile solution (i.e., Hypotheses 1 (high dominating and collaborating, low others), Hypothesis 2 (high dominating and avoiding, low others), Hypothesis 3a (low usage across all styles), and Hypothesis 5 (dominant use of one of the five styles)).

Sample 2. To determine whether the results from the LPA on the Sample 1 dataset replicated in the Sample 2 dataset, the same LPA procedure was employed. Specifically, model fit was assessed in the data by examining 2, 3, 4, and 5 profile solutions (fit statistics are presented in Table 3). Although the BLRT values are significant for all solutions, the LMR values suggest that the 3-Profile solution fits the data best, despite that its LMR value is only approaching significance ($p = .0685$). The information criteria for the 3-Profile solution are lower than the 2-Profile solution, however, are not as low as the 4- and 5-Profile solutions. The lack of significant improvement in fit from the 3- to 4-Profile solutions and the 4- to 5-Profile solutions indicates that of these solutions, the 3-Profile model fits the data best. Additionally, although it has the lowest entropy of the solutions, the value is still acceptable as it is close to 1. In order to compare the results from the Sample 2 dataset to those in Sample 1, the profile shapes for both the 3- and 4-Profile solutions were investigated.

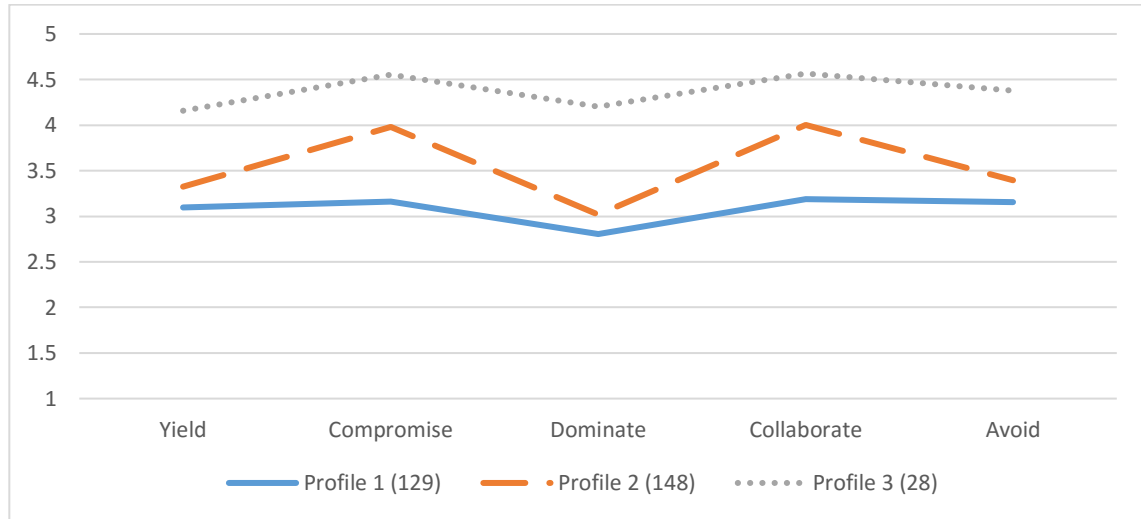
Qualitative and quantitative differences were assessed via the estimated means of the indicator variables for each profile to determine the extent to which characteristics in

the 3- and 4-Profile solutions replicated between Sample 1 and Sample 2. For the 3-Profile solution, estimated means are presented in Table 4, and profiles are illustrated in Figure 3. Profile 1 represents 42% of the sample (compared to 38% of the sample in Sample 1) and is qualitatively and quantitatively similar to the Low Engagers Profile in Sample 1. Profile 2 represents 49% of the sample (compared to 55% of the sample in Sample 1) and is qualitatively and quantitatively similar to the Dual Concern Cooperator Profile in Sample 1. Profile 3 represents 9% of the sample (compared to 7% of the sample in Sample 1) and is qualitatively and quantitatively similar to the High Engager Profile in Sample 1; however, the Sample 2 High Engagers endorse the yielding style to a lesser extent than those in Sample 1. Interestingly, not only do the model fit a profile shape results parallel with those in Sample 1, but the profile membership rates are also similar in both 3-Profile solutions (see Table 4).

An investigation of the profile shapes in the 4-Profile solution revealed the solution does not fully replicate between Sample 1 and Sample 2. Estimated means are presented in Table 5, and profiles are illustrated in Figure 4 for the 4-Profile solution in Sample 2. Although Profiles 1, 2, and 3 are similar to the Low Engagers, Dual Concern Cooperators, and High Engagers in all solutions and both samples of data, the fourth profile is quantitatively and qualitatively different than that of Sample 1. Specifically, it is characterized by high levels of compromising, collaborating, and avoiding, a relatively high level of yielding, and very low levels of dominating (the lowest of all profiles), whereas the fourth profile in the Sample 1 solution only exhibited high levels of two styles (i.e., collaborating and compromising) and low levels of all others. Profile 4 in

Figure 3

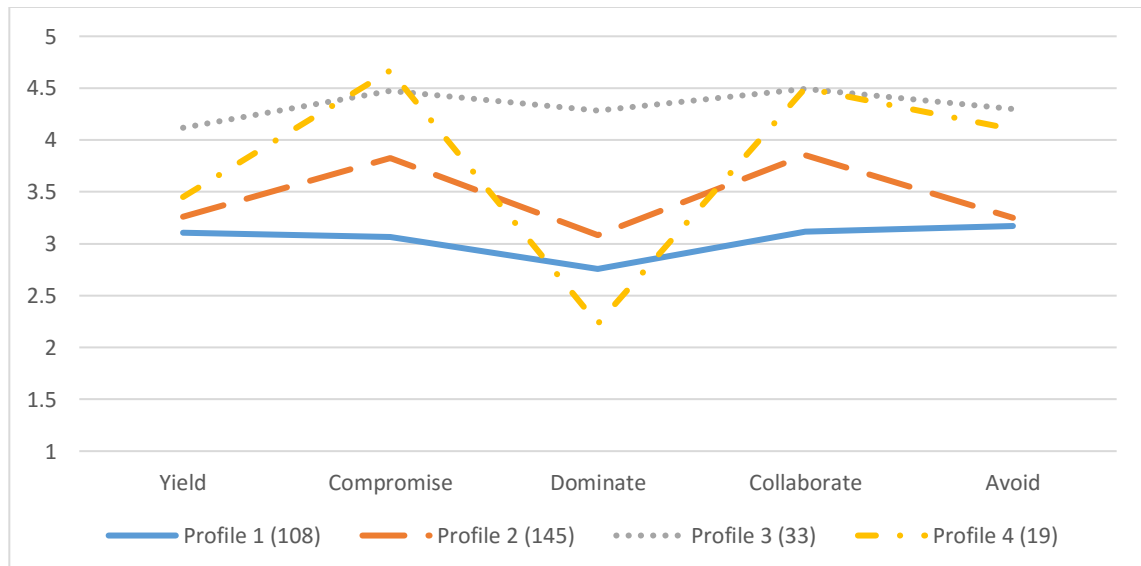
3-Profile Solution for the Self Conflict Management Styles in Sample 2



Note: Profile 1 represents the Low Engagers, Profile 2 represents the Dual Concern Cooperators, Profile 3 represents the High Engagers.

Figure 4

4-Profile Solution for Self-Conflict Management Styles in Sample 2



Note: Profile 1 represents the Low Engagers, Profile 2 represents the Dual Concern Cooperators, Profile 3 represents the High Engagers in each sample, and Profile 4 represents the Non-dominators.

Sample 2 was labelled the ‘Non-dominators.’ The profile membership rates in the 4-Profile solution also do not replicate as well between Sample 1 and Sample 2 compared with the 3-Profile solution (see Table 5). Profile 4 in the present solution comprises 6% of the sample whereas Profile 4 in Sample 1 only comprised 1% of the sample. Profile 1 comprises 35% of the sample (compared to 41% in Sample 1), Profile 2 comprises 48% of the sample (compared to 51% in Sample 1), and Profile 3 comprises 11% of the sample (compared to 7% in Sample 1). In addition to the lack of model fit in the data for the 4-Profile solution in the Sample 2 dataset, the inconsistent profile shapes and profile membership rates compared to that of Sample 1 further suggest that the fourth profile does not represent a naturally occurring group and may be indicative of a spurious profile.

That the model fit and profile shape results for the 3-Profile solution replicate from Sample 1 to Sample 2 provides strong evidence for the existence of three, naturally occurring groups that differ in their usage of conflict management styles based on the profiles that emerged. Additionally, the three distinct profiles emerged and replicated in Sample 1 and Sample 2 not only in the 3-Profile solutions, but also in the 4-Profile solutions. The 3-Profile solution is also supported by theory and is practically relevant, as discussed in the Sample 1 results. The fourth profile identified in the 4-Profile solution is less consistent with theory as it does not exhibit an overall trend of the dual concern motivation like that in Sample 1 (Pruitt & Rubin, 1986). The replication of profile results further supports Hypothesis 3b (i.e., moderate usage of all styles) and Hypothesis 3c (i.e., high usage of all styles) and provides additional partial support for Hypothesis 4 (i.e., high usage on 2 of the 3 expected ‘other’ concern styles (compromising, collaborating,

and yielding)). Based on these results, and in attempt to reach the most parsimonious solution, the 3-Profile structure was retained where the individual conflict management profiles constitute Low Engagers, Dual Concern Cooperators, and High Engagers.¹

Latent Profile Analyses: Climate-Conflict Management Profiles

Sample 1. Similar to the self-conflict management style LPAs, the analyses for the climate-conflict management profiles used individuals' average scores on the conflict climate subscales of yielding, compromising, dominating, collaborating, and avoiding. Model fit was assessed via comparing 2, 3, 4, and 5 profile solutions. Table 6 presents the model fit statistics. Significant BLRT values indicate all solutions are acceptable. In assessing the information criteria, LMR, and entropy, both the 3-Profile and 4-Profile solutions fit the data well (with the 4-Profile solution fitting slightly better because the LMR is more highly significant). As such, the qualitative and quantitative differences were assessed for both models to aid the selection of the best profile solution.

The estimated means of the observed variables for the climate profiles were assessed for qualitative and quantitative difference. For the 3-Profile solution, estimated means are presented in Table 7 and illustrated in Figure 5. Profile 1 represents 32% of the sample and is characterized by a climate that exhibits a higher tendency for dominating

¹ Based on the qualitative similarity and qualitative difference between the Low Engager and High Engager profiles, one might think the quantitative difference is a result of the frequency of conflict involvement or conflict intensity (e.g., High Engagers experience more conflict and, as such, report higher usage of all conflict styles). In fact, conflict frequency and intensity was measured in the present study, although not central to the analyses. A series of independent t-tests revealed no significant differences between Low Engagers and High Engagers in conflict frequency or conflict intensity in Sample 1 ($t(130) = -1.37, p > .05$; $t(129) = -1.87, p > .05$, respectively) or in Sample 2 ($t(153) = .102, p > .05$; $t(155) = -1.68, p > .05$, respectively).

Table 6

Fit Statistics for Climate-Conflict Management Profiles (Sample 1 and Sample 2)

No. of Profiles	LL	FP	AIC	BIC	SSA-BIC	LMR (<i>p</i>)	BLRT (<i>p</i>)	Entropy
Sample 1 (<i>N</i> = 292)								
2	-1542.812	16	3117.623	3176.451	3125.712	.0002	.0000	.776
3	-1464.299	22	2972.598	3053.486	2983.719	.0018	.0000	.858
4	-1399.705	28	2855.411	2958.360	2869.565	.0000	.0000	.871
5	-1376.176	34	2820.353	2945.362	2837.541	.1359	.0000	.869
Sample 2 (<i>N</i> = 305)								
2	-1566.308	16	3164.616	3224.141	3173.397	.0000	.0000	.815
3	-1489.138	22	3022.277	3104.123	3034.350	.0004	.0000	.860
4	-1447.347	28	2950.695	3054.863	2966.061	.1200	.0000	.864
5	-1406.097	34	2880.195	3006.685	2898.854	.0225	.0000	.886

Note. LL = log-likelihood; FP = free parameters; AIC = Akaike information criteria; BIC - Bayesian information criteria; SSA-BIC = sample-size adjusted BIC; LMR = Lo, Mendell, and Rubin test; BLRT = bootstrapped log-likelihood ratio tests.

than any other style, although still only at moderate levels, with moderate, relatively equal use of other styles. Profile 1 was labelled 'Assertive Climate.' Profile 2 represents 61% of the sample and is characterized by a climate that predominantly utilizes the compromising, collaborating, and yielding styles at moderately high levels with lower usage of the dominating and avoiding styles. This group was labelled the 'Prosocial Climate.' Profile 3 represents 7% of the sample, and it is characterized by a climate that utilizes high levels of all styles, although lower levels of dominating than others. Profile 3 was labelled the Active Cooperative Climate. The shapes of the profiles reveal that each profile is both qualitatively and quantitatively different from the others.

For the 4-Profile solution, the estimated means are presented in Table 8 and illustrated in Figure 6. Profile 1 represents 9% of the sample, and its shape is similar to the Profile 1 in the 3- Profile solution where the conflict climate is characterized by

Table 7

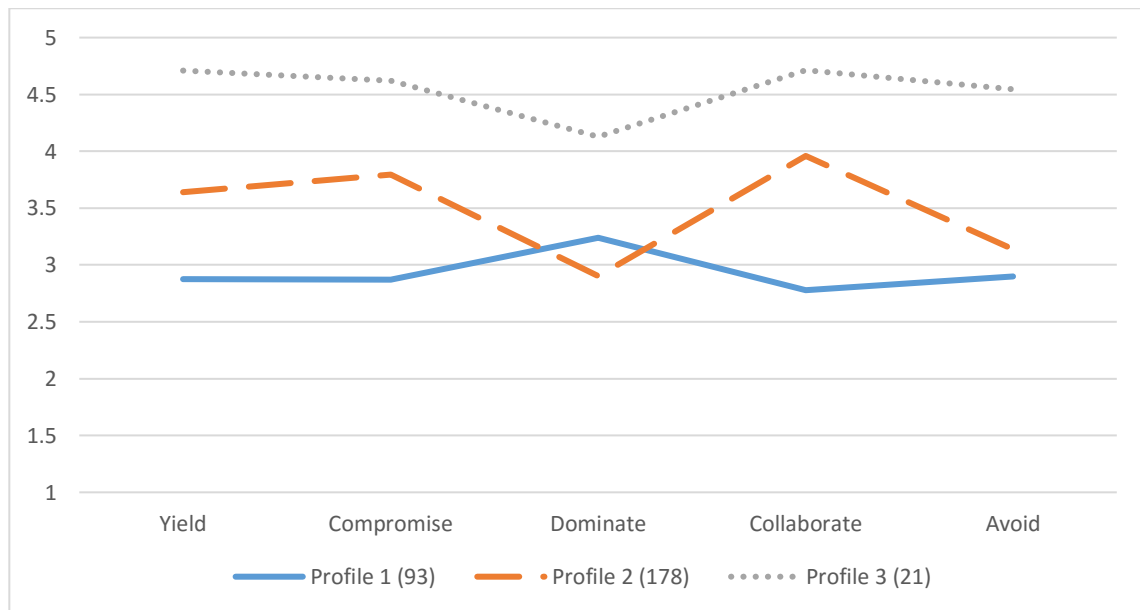
Estimated Means for Sample 1 and Sample 2 Variables in the 3-Profile Climate Solutions

	Sample 1			Sample 2		
	Profile 1 <i>n</i> = 93	Profile 2 <i>n</i> = 178	Profile 3 <i>n</i> = 21	Profile 1 <i>n</i> = 110	Profile 2 <i>n</i> = 167	Profile 3 <i>n</i> = 28
	<i>M (SE)</i>					
Yielding	2.873 (.090)	3.641 (.043)	4.708 (.093)	2.975 (.060)	3.683 (.038)	4.518 (.098)
Compromising	2.869 (.095)	3.797 (.058)	4.621 (.100)	2.886 (.063)	3.819 (.051)	4.510 (.110)
Dominating	3.239 (.097)	2.902 (.062)	4.128 (.211)	3.296 (.077)	2.924 (.067)	4.041 (.299)
Collaborating	2.778 (.104)	3.959 (.074)	4.713 (.091)	2.786 (.063)	3.940 (.053)	4.614 (.111)
Avoiding	2.899 (.090)	3.139 (.065)	4.544 (.131)	3.081 (.063)	3.081 (.064)	4.390 (.135)

Note: Profile 1 represents the Assertive Climate, Profile 2 represents the Prosocial Climate, and Profile 3 represents the Active Cooperative Climate in each sample. *N* = 292 individuals in Sample 1, and *N* = 305 in Sample 2.

Figure 5

3-Profile Solution for Climate Conflict Management Styles in Sample 1



Note: Profile 1 represents the Assertive Climate, Profile 2 represents the Prosocial Climate, and Profile 3 represents the Active Cooperative Climate.

moderate endorsement of the dominating style and low endorsement of all other styles. Although all other styles are endorsed less in the 4-Profile compared with the 3-Profile solution, the patterns are consistent and as such, this group was also labelled the 'Assertive Climate.' Profile 2 represents 48% of the sample, and its shape is similar to Profile 2 in the 3-Profile solution where the conflict climate is primarily characterized by compromising, yielding, and collaborating. As such, this group was labelled the 'Prosocial Climate.' Similar to the 3-Profile solution, Profile 3 in the 4-Profile solution was characterized by high usage across all styles, although slightly lower of the dominating style, and this profile represents 7% of the sample. Profile 3 was labelled the 'Active Cooperative Climate' as it was in the 3-Profile solution. The fourth profile in the 4-Profile solution represents 36% of the sample and is characterized by moderate, equal use of all conflict management styles as is evidenced by the lack of variability in the means seen in Table 8 and Figure 6. This group is labelled the 'Passive Withdrawn Climate.' Aside from Profile 4, the qualitative and quantitative differences between the classes are similar to those in the 3-Profile solution. The primary difference between the 3- and 4-Profile solutions is the identification of an additional class (i.e., the Passive Withdrawn Climate).

Theoretical and relevance of the 3- and 4-Profile solutions was also considered for the climate profiles. The profiles in the 3-Profile solution are consistent with conflict theories such that they can be generally characterized as either competitive or cooperative and can be explained via Dual Concern Theory (Blake & Mouton, 1964; Pruitt & Rubin, 1986; Thomas, 1992). Specifically, the Assertive Climate reflects a competitive

environment where individuals are inclined to compete more so than use any other style which is consistent with primarily being concerned for one's own outcomes. In the case of the Assertive Climate, the moderate usage of the other styles suggests there is still an interest in others' outcomes to a certain extent. The Prosocial Climate is indicative of a cooperative, constructive environment which reflects both concern for self and concern for others. Concern for others appears to be slightly higher as the yielding style was utilized almost to the same extent as collaborating and compromising. This is consistent with the notion of a constructive conflict environment such that it values social harmony via being concerned with the interests of others while still considering individual interests (Lowe, 2015). The Active Cooperative Climate reflects an environment where individuals seem to more actively deal with conflict than others based on its quantitative structure. That it is somewhat less characterized by dominating than the other styles suggests it reflects a more cooperative environment, and that other styles are utilized at very high levels suggests it is a constructive conflict environment.

The 4-Profile solution elicited a Prosocial Climate and an Active Cooperative Climate as did the 3-Profile solution. It also elicited a climate similar to that of the Assertive Climate, only with dominating at higher levels and the other styles at lower levels. The fourth profile differed from any of profiles in the 3-Profile solution, but it was similar to the Low Engager Profile in the self-solutions. There is some similarity in shape between the Assertive Climate and the Active Cooperative Climate (although the Assertive Climate utilizes dominating slightly more relative to the other styles), but its quantitative difference suggests it is less active in dealing with conflict because all

Table 8

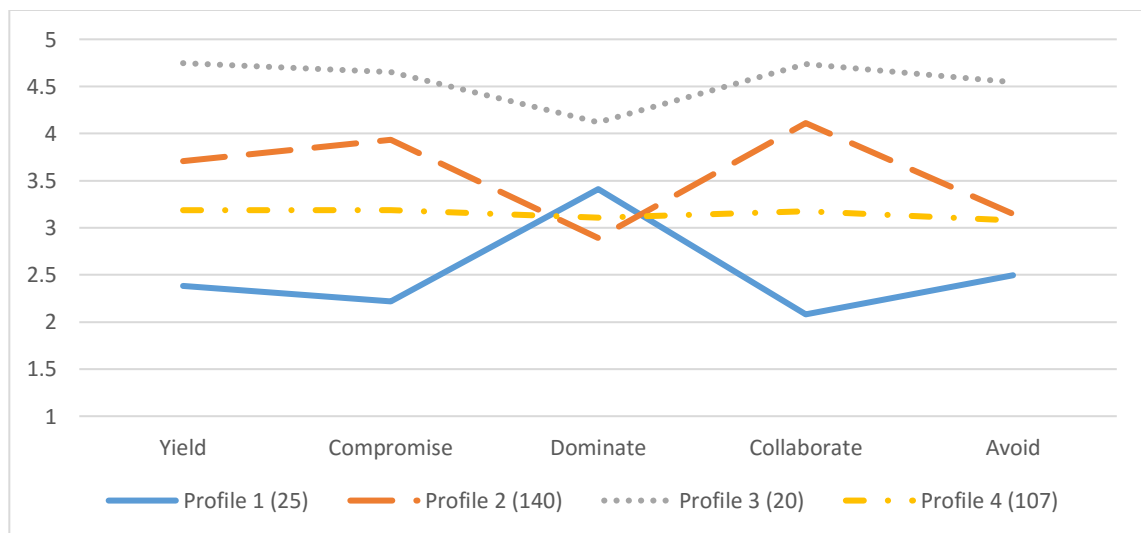
Estimated Means for Sample 1 and Sample 2 Variables in the 4-Profile Climate Solutions

	Sample 1				Sample 2			
	P 1 <i>n</i> = 25	P 2 <i>n</i> = 140	P 3 <i>n</i> = 20	P 4 <i>n</i> = 107	P 1 <i>n</i> = 23	P 2 <i>n</i> = 148	P 3 <i>n</i> = 28	P 4 <i>n</i> = 106
	<i>M (SE)</i>							
Yield.	2.380 (.109)	3.705 (.036)	4.747 (.080)	3.184 (.053)	2.661 (.169)	3.707 (.042)	4.505 (.114)	3.145 (.058)
Com.	2.220 (.113)	3.933 (.052)	4.655 (.102)	3.187 (.045)	2.156 (.101)	3.875 (.062)	4.556 (.127)	3.131 (.048)
Dom.	3.410 (.192)	2.891 (.080)	4.119 (.211)	3.108 (.077)	3.684 (.227)	2.926 (.081)	3.950 (.373)	3.160 (.064)
Coll.	2.081 (.093)	4.111 (.054)	4.740 (.091)	3.176 (.063)	2.126 (.078)	4.011 (.064)	4.657 (.127)	3.038 (.062)
Avoi.	2.498 (.167)	3.146 (.082)	4.545 (.137)	3.078 (.067)	2.917 (.200)	3.066 (.077)	4.346 (.245)	3.144 (.060)

Note: Profile 1 represents the Assertive Climate, Profile 2 represents the Prosocial Climate, Profile 3 represents the Active Cooperative Climate, and Profile 4 represents the Passive Withdrawn Climate.

Figure 6

4-Profile Solution for Climate Conflict Management Styles in Sample 1



Note: Profile 1 represents the Assertive Climate, Profile 2 represents the Prosocial Climate, Profile 3 represents the Active Cooperative Climate, and Profile 4 represents the Passive Withdrawn Climate.

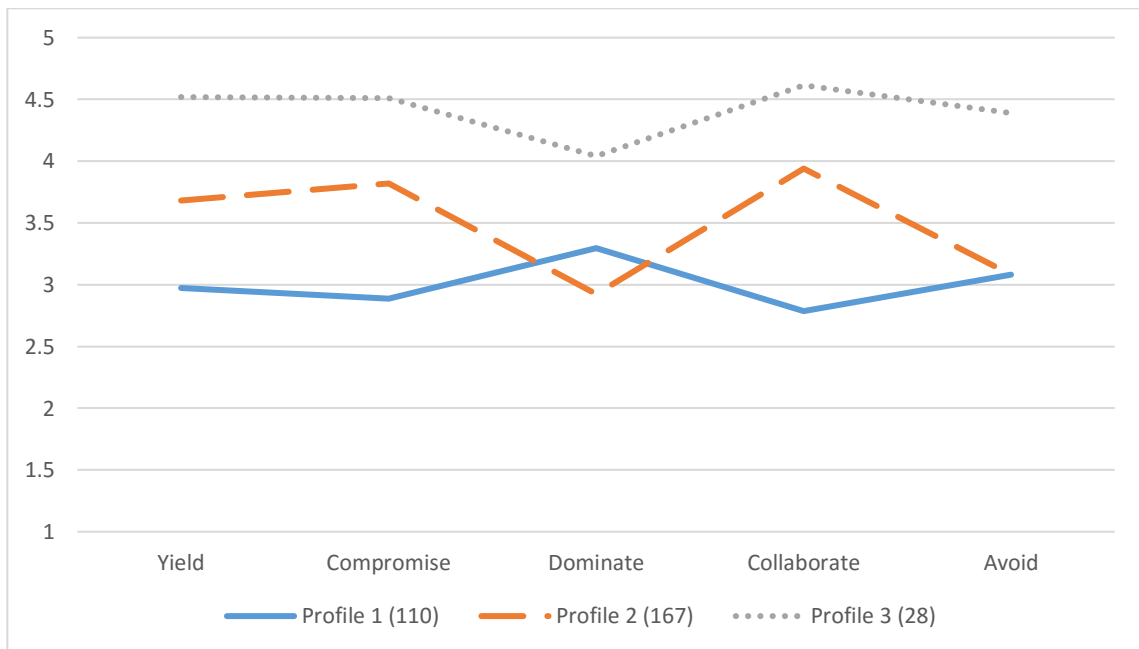
conflict management styles are endorsed at much lower frequencies. Theoretically, that conflict climates can differ in the extent to which they approach conflict actively is consistent with the notion of a constructive versus a deconstructive conflict environment where a destructive environment is characterized by less-active (or passive) problem solving (Lowe, 2015). Since both the 3- and 4-Profile solutions exhibit good model fit and elicited theoretically and practically-relevant profiles, an examination of the Sample 2 data will aid the decision in selecting the best solution for the climate-conflict management profiles.

Sample 2. Climate-conflict management style profiles were generated from the Sample 2 dataset via individuals' scores on the conflict management subscales. Two, 3, 4, and 5 profile solutions were assessed for model fit. Fit statistics are presented in Table 6. The LMR and BLRT values indicate that a 2-Profile solution is significantly better than a 1-Profile solution ($p < .001$), and a 3-Profile solution is significantly better than a 2-Profile solution ($p < .001$). A 4-Profile solution is not significantly better than a 3-Profile solution ($p > .05$), and a 5-Profile solution is significantly better than the non-fitting 4-Profile solution ($p < .05$). The information criterion suggests the 3-Profile solution is best as they are lower than the 2-Profile solution, and entropy for the 3-Profile solution is high (i.e., .86). Interestingly, unlike the Sample 1 data, a 4-Profile solution did not fit the Sample 2 data suggesting that the 3-Profile solution is best in describing climate-conflict management profiles. A closer examination of the qualitative and quantitative differences between the profiles in the 3- and 4-Profile solutions were examined to compare with results from the Sample 1 dataset.

Estimated means for the climate-conflict management style variables in the 3-Profile solution are presented in Table 7 and illustrated in Figure 7. As seen in Figure 7, the shapes of the profiles are consistent with the shapes of the profiles in the Sample 1 dataset (see Figure 5). Specifically, Profile 1 represents 36% of the sample (compared to 32% of the sample in Sample 1) and is characterized by a primarily dominating environment, namely the ‘Assertive Climate.’ Profile 2 parallels with Profile 2 in the Sample 1 data in that it is characterized by being high in the concern for other styles (i.e., compromising, yielding, and collaborating) and low on the avoiding and dominating styles. This profile represents 55% of the sample (compared to 61% in Sample 1) and was

Figure 7

3-Profile Solution for Climate Conflict Management Styles in Sample 2



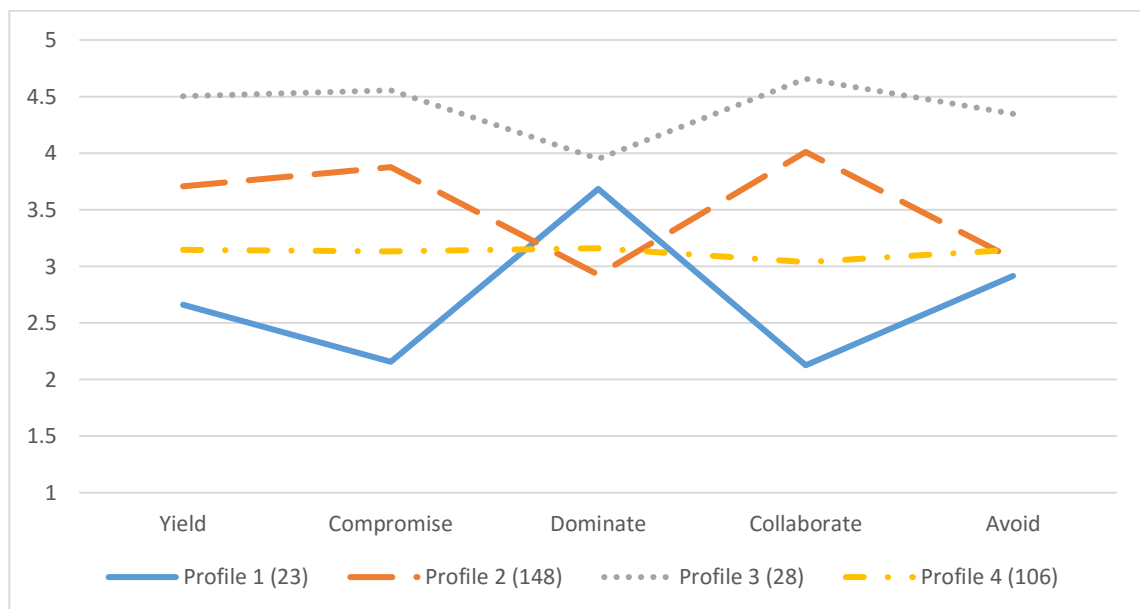
Note: Profile 1 represents the Assertive Climate, Profile 2 represents the Prosocial Climate, and Profile 3 represents the Active Cooperative Climate.

labelled the ‘Prosocial Climate.’ Lastly, Profile 3 represents 9% of the sample (compared to 7% in Sample 1) and is characterized by an environment that frequently utilises all of the styles, although exhibits slightly lower use of the dominating style than others. This shape mirrors that of Profile 3 in the Sample 1 dataset and, as such, was labelled the ‘Active Cooperative Climate.’

Estimated means for the climate-conflict management style variables in the 4-Profile solution are presented in Table 8 and illustrated in Figure 8. As illustrated in Figure 8, the shapes of the profiles are consistent with the shapes of the profiles in the Sample 1, 4-Profile solution. Specifically, Profile 1 comprises 7.5% of the sample

Figure 8

4-Profile Solution for Climate Conflict Management Styles in Sample 2



Note: Profile 1 represents the Assertive Climate, Profile 2 represents the Prosocial Climate, and Profile 3 represents the Active Cooperative Climate, and Profile 4 represents the Passive Withdrawn Climate.

(compared to 9% in Sample 1) and is consistent with the shape of the ‘Assertive Climate.’ Profile 2 comprises 48.5% of the sample (compared to 48% in Sample 1) and is consistent with the ‘Prosocial Climate.’ Profile 3 comprises 9% of the sample (compared to 7% in Sample 1) and is consistent with the ‘Active Cooperative Climate.’ Finally, Profile 4 comprises 35% of the sample (compared with 36% in Sample 1) and is consistent with the ‘Passive Withdrawn Climate.’ Although the profile shape and membership rates replicate between Sample 1 and Sample 2 for the 4-Profile solution, the lack of significant LMR value for the 4-Profile solution in Sample 2 suggests it is not a good fit for the data and, as such, is not the best fitting solution.

Considering the model fit, profile shapes, and profile membership rates in the 3-Profile solution replicated between Sample 1 and Sample 2 whereas the 4-Profile solution model fit did not (i.e., non-significant LMR statistic; see Table 5), the 3-Profile solution was retained. Similar to the self-conflict management profiles, that the 3-Profile solution replicated likely supports the existence of these naturally occurring types of conflict management climates as identified by the shapes of the profiles in the 3-Profile solutions, and the three profiles are also supported by theory.

Conflict Style Fit MANOVAs

To investigate conflict style fit, a new, categorical variable was created that consisted of each individual’s unique combination of their self-conflict management profile and the conflict management profile for their organizational climate. Of the nine possible combinations (i.e., three Self Profiles and three Climate Profiles), one was not present in the data (i.e., High Engagers in an Assertive Climate) and one occurred only

once in each sample (i.e., Low Engagers in an Active Cooperative Climate), resulting in a seven-level, categorical Profile Pair variable (the combination that occurred only once in each sample was not included). For the present Multiple Analyses of Variance (MANOVA), the Profile Pair was treated as the independent variable, and its relationships with fit-related and conflict-related outcomes were assessed via two separate MANOVAs.

Provided that the Sample 1 and Sample 2 datasets were similar in their demographic makeup and in the self and climate profiles that were identified via the latent profile analyses, it was decided to combine the Sample 1 and Sample 2 datasets together for the MANOVAs, resulting in one large dataset with 595 cases. In order to justify pooling the datasets, the MANOVA analyses were first conducted on each dataset separately in order to determine whether the conclusions reached based on the outcomes of the analysis (e.g., multivariate effects, post hoc comparison results) were consistent between datasets. Interestingly, the vast majority of the conclusions obtained from the MANOVA results for both the fit-related and conflict-related outcomes did replicate between samples, however, one notable difference between datasets was identified. Specifically, there is a discrepancy between datasets in the group of Dual Concern Cooperators in Assertive Climates (Profile Pair 3) based on the group satisfaction, fit-related outcome. The demographic makeup of this profile is also slightly different between datasets (i.e., higher representation of females in this group in the Sample 1 dataset). As such, for clarity the samples were pooled for the MANOVA analyses, but

following the presentation of the combined results is a presentation of the results for the group satisfaction outcome broken down by sample to highlight the discrepant findings.

The decision to combine the datasets was also made to increase power as the MANOVA assumptions are sensitive to small cell-sample sizes. Specifically, in order for the analysis to be robust to the assumption of multivariate normality, cell sizes should have at least 20 cases per cell. There must be more cases per cell than there are dependent variables to test homogeneity of the variance-covariance matrix assumption, and cells must have similar variability and linearity where the variability of the smallest cells should not exceed the ratio of 10:1 compared with the largest cells or the risk of committing a Type 1 error increases (Tabachnick & Fidell, 2006). The first MANOVA was conducted on fit-related outcomes (i.e., perceived fit, group satisfaction, and process satisfaction). The second MANOVA was conducted on conflict-related outcomes (i.e., conflict efficacy and perceived conflict resolution environment).

MANOVA assumptions were assessed for both the MANOVA with fit outcomes and the MANOVA with conflict outcomes prior to conducting the analyses. In both cases, although sample sizes were not equal across the cells of the design, there were more cases than dependent variables in every cell indicating sufficient power to conduct the analyses (Tabachnick & Fidell, 2007). There were no univariate within-cell outliers. One case was removed from the Fit MANOVA, and two cases were removed from the Conflict MANOVA as they were identified as multivariate outliers ($p < .001$). The assumptions of multivariate normality, homogeneity of variance-covariance matrices, and linearity were satisfied. Means, standard deviations, and the intercorrelations between the dependent

variables for the whole sample are presented in Tables 9 and 12, and sample size, means, and standard deviations for all dependent variable cells are presented in Tables 10 and 13 for the Fit and the Conflict MANOVAs, respectively.

MANOVA with Fit Outcomes: Multivariate and Univariate Effects. The first MANOVA was conducted to investigate how self and climate profiles combine to influence person-environment fit-related outcomes: perceived fit, group satisfaction, and process satisfaction. The MANOVA was conducted with Type 2 sums of squares as it mathematically adjusts for unequal sample sizes. Specifically, for non-experimental research where the sample sizes of the cells in the design are not equal, Type 2 sums of squares assigns weight to the marginal means based on cell sample size such that cells with larger sample sizes are given more weight than cells with smaller sample sizes (Tabachnick & Fidell, 2006). A test of the multivariate effects revealed a significant effect of Profile Pair on the linear combination of perceived fit, group satisfaction, and process satisfaction, Pillai's Trace = .516, $F(3, 18) = 20.003$, $p < .001$. The results revealed a modest effect size for the relation between Profile Pair and the combined dependent variables, partial $\eta^2 = .17$. The effect indicates a difference in the fit-related outcomes based on the unique, Profile Pair combinations. To examine which dependent variables account for the findings, tests of between-subject effects were observed. Results revealed significant univariate effects of Profile Pair on perceived fit, $F(6, 593) = 44.804$, $p < .001$ (partial $\eta^2 = .32$) group satisfaction, $F(6, 593) = 49.942$, $p < .001$ (partial $\eta^2 = .34$), and process satisfaction, $F(6, 593) = 51.793$, $p < .001$ (partial $\eta^2 = .35$). Profile means for the dependent variables are presented in Figure 9.

Table 9

Descriptive Statistics and Correlations for Dependent Fit Variables

	<i>M</i>	<i>SD</i>	1	2	3
1 Perceived Fit	3.445	.833	–		
2 Group Satisfaction	3.855	.749	.499*	–	
3 Process Satisfaction	3.825	.883	.478*	.629*	–

Note. * $p < .01$. $N = 595$.

Table 10

Sample Sizes, Means, and Standard Deviations of Fit Dependent Variable Cells

Profile Pairs	Sample Size (<i>n</i>)	Perceived Fit <i>M (SD)</i>	Group Satisfaction <i>M (SD)</i>	Process Satisfaction <i>M (SD)</i>
Low Engagers & Assertive Cl.	143	2.86 (.69)	3.21 (.68)	3.12 (.79)
Low Engagers & Prosocial Cl.	96	3.44 (.77)	3.86 (.56)	3.81 (.70)
Low Engagers & Active Cooperative Cl.	-	-	-	-
Dual Concern Cooperators & Assertive Cl.	60	2.98 (.70)	3.58 (.72)	3.24 (1.01)
Dual Concern Cooperators & Prosocial Cl.	233	3.66 (.67)	4.12 (.57)	4.19 (.65)
Dual Concern Cooperators & Active Cooperative Cl.	14	4.07 (.68)	4.43 (.65)	4.61 (.35)
High Engagers & Assertive Cl.	-	-	-	-
High Engagers & Prosocial Cl.	16	4.22 (.68)	4.44 (.78)	4.50 (.49)
High Engagers & Active Cooperative Cl.	33	4.61 (.83)	4.74 (.28)	4.70 (.36)

To further investigate the group differences on the outcome variables, Scheffe's post hoc tests for unequal sample sizes were conducted. As seen in Table 11, the tests for

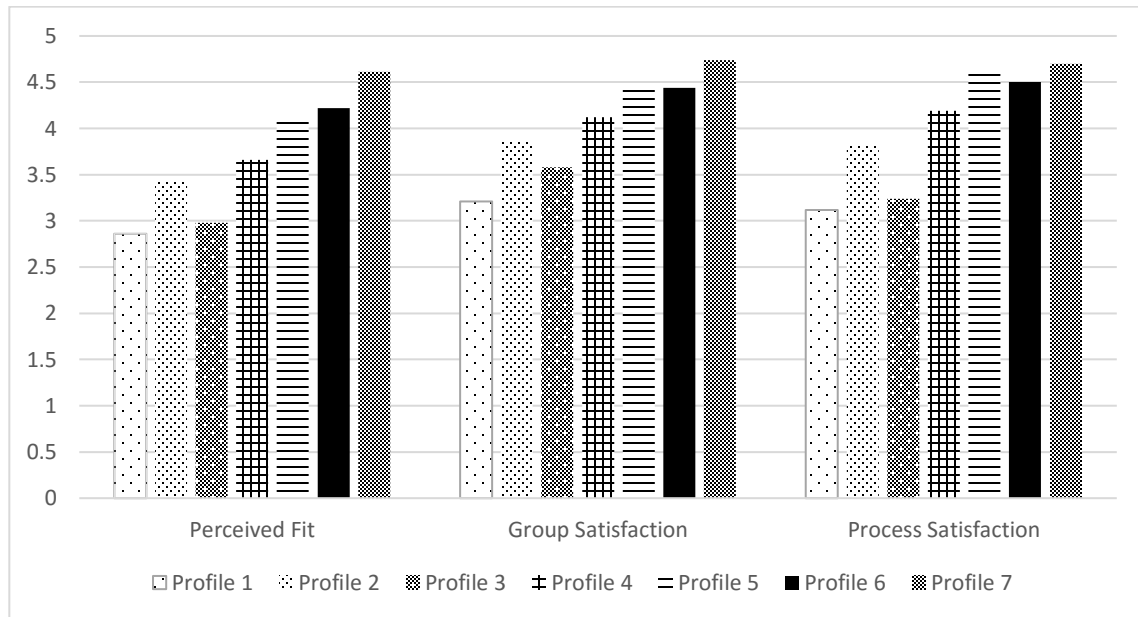
the perceived fit outcome revealed that individuals in Assertive Climates perceived significantly lower levels of fit compared to all other Profile Pairs, regardless of their self-profile. Conversely, individuals whose self-component consisted of the High Engagers profile perceived significantly higher fit than all other groups with the exception of Dual Concern Cooperators in an Active Cooperative Climate (no significant difference, $p < .05$). Low Engagers in a Prosocial Climate did not significantly differ in perceived fit compared to the Dual Concern Cooperators in a Prosocial Climate and Dual Concern Cooperators in an Active Cooperative Climate, and these two Dual Concern groups did not differ significantly from each other.

Scheffe's post hoc tests for the group satisfaction outcome revealed a similar pattern to that of the perceived fit outcome. Specifically, High Engagers in an Active Cooperative Climate reported significantly higher group satisfaction than all other groups in the data with the exception of High Engagers in a Prosocial Climate (no significant difference, $p > .05$). Low Engagers in an Assertive Climate reported significantly lower group satisfaction than all other than all other groups. Individuals with a Dual Concern self profile in a Prosocial Climate perceived the same levels of group satisfaction as Dual Concern Cooperators in Assertive Climates and Active Cooperative Climates.²

Scheffe's post hoc tests for the process satisfaction variable were also evaluated. Somewhat consistent with the previous two sets of post hoc tests, results revealed that

² See section titled, Fit-MANOVA Sample Differences for a comparison between samples of the group satisfaction post hoc test results for the Dual Concern Cooperators in Assertive Climates Profile (i.e., the previously noted discrepancy).

Figure 9

Profile Pair Means for the Fit-Related Outcome Variables

Note: Profile 1 = Low Engagers in an Assertive Climate ($n = 143$), Profile 2 = Low Engagers in a Prosocial Climate ($n = 96$), Profile 3 = Dual Concern Cooperators in an Assertive Climate ($n = 60$), Profile 4 = Dual Concern Cooperators in a Prosocial Climate ($n = 233$), Profile 5 = Dual Concern Cooperators in Active Cooperative Climate ($n = 14$), Profile 6 = High Engagers in a Prosocial Climate ($n = 16$), Profile 7 = High Engagers in an Active Cooperative Climate ($n = 33$).

individuals in Assertive Climates experienced significantly lower process satisfaction

than all other groups, regardless of their self profiles. High Engagers in an Active

Cooperative Climate reported significantly higher levels of process satisfaction compared

to all other groups that did not have an active component in their profiles (no significant

difference between the High Engagers in Active Cooperative Climates, High Engagers in

Prosocial Climates, and Dual Concern Cooperators in Active Cooperative Climates). Dual

Concern Cooperators in Prosocial Climates did not differ significantly in process

satisfaction from Dual Concern Cooperators in Active Cooperative Climates and High

Table 11

Scheffe's Post Hoc Test Results for Fit-related Outcomes

Dependent Variable	Profile Pair Comparisons		Mean Difference	Standard Error	Significance Value
Perceived Fit	1	2	-.582	.092	.000
		3	-.122	.108	.973
		4	-.800	.074	.000
		5	-1.211	.194	.000
		6	-1.358	.182	.000
		7	-1.752	.137	.000
		2	3	.460	.115
	4		-.218	.084	.346
	5		-.629	.198	.122
	6		-.776	.187	.009
	7		-1.170	.143	.000
	3	4	-.678	.101	.000
		5	-1.089	.206	.000
		6	-1.236	.195	.000
		7	-1.630	.154	.000
	4	5	-.411	.190	.588
		6	-.558	.179	.137
		7	-.952	.132	.000
	5	6	-.147	.253	.999
		7	-.541	.222	.433
	6	7	.394	.212	.752
Group Satisfaction	1	2	-.644	.081	.000
		3	-.365	.096	.025
		4	-.903	.066	.000
		5	-1.214	.171	.000
		6	-1.223	.161	.000
		7	-1.528	.121	.000
		2	3	.279	.102
	4		-.259	.074	.061
	5		-.570	.175	.103
	6		-.579	.165	.057
	7		-.884	.126	.000
	3	4	.538	.090	.000
		5	-.849	.182	.002
		6	-.858	.173	.000
		7	-1.163	.136	.000
	4	5	-.312	.168	.754
		6	-.321	.158	.662

		7	-.625	.117	.000
	5	6	-.009	.224	1.000
		7	-.313	.197	.865
	6	7	-.304	.188	.855
Process	1	2	-.685	.095	.000
Satisfaction		3	-.115	.112	.983
		4	-1.071	.077	.000
		5	-1.485	.201	.000
		6	-.138	.189	.000
		7	-1.581	.143	.000
	2	3	.570	.119	.001
		4	-.386	.087	.004
		5	-.799	.205	.020
		6	-.695	.194	.047
		7	-.895	.148	.000
	3	4	-.956	.105	.000
		5	-1.369	.213	.000
		6	-1.265	.203	.000
		7	-1.465	.160	.000
	4	5	-.413	.198	.627
		6	-.309	.186	.836
		7	-.509	.137	.034
	5	6	.104	.263	1.000
		7	-.096	.231	1.000
	6	7	-.200	.221	.991

Note: Profile 1 = Low Engagers in an Assertive Climate ($n = 143$), Profile 2 = Low Engagers in a Prosocial Climate ($n = 96$), Profile 3 = Dual Concern Cooperators in an Assertive Climate ($n = 60$), Profile 4 = Dual Concern Cooperators in a Prosocial Climate ($n = 233$), Profile 5 = Dual Concern Cooperators in Active Cooperative Climate ($n = 14$), Profile 6 = High Engagers in a Prosocial Climate ($n = 16$), Profile 7 = High Engagers in an Active Cooperative Climate ($n = 33$).

Engagers in Prosocial Climates. Low Engagers in Prosocial Climates experienced significantly lower process satisfaction than all others except those in Assertive Climates.

MANOVA with Conflict Outcomes: Multivariate and Univariate Effects. The second MANOVA was conducted to investigate how self and climate profiles combine to influence conflict-related outcomes in the workplace: conflict efficacy and conflict resolution environment. The MANOVA was conducted with Type 2 sums of squares to

adjust for unequal sample sizes in the cell design. A test of multivariate effects revealed a significant effect of Profile Pair on the linear combination of conflict efficacy and conflict resolution environment, Pillai's Trace = .396, $F(2, 12) = 23.51$, $p < .001$. The effect size reflects a modest association between the combined dependent variables and Profile Pair, partial $\eta^2 = .20$. The effect indicates a difference in the conflict-related outcomes based on the unique, Profile Pair contexts. To examine which dependent variables account for the findings, tests of between-subject effects were observed. Results revealed significant univariate effects of Profile Pair on both conflict efficacy, $F(6, 593) = 16.733$, $p < .001$ (partial $\eta^2 = .15$) and conflict resolution environment, $F(6, 593) = 36.718$, $p < .001$ (partial $\eta^2 = .28$). Profile Pair means for the dependent variables are presented in Figure 10. To further investigate the group differences on the outcome variables, Scheffe's post hoc tests for unequal sample sizes were conducted.

Table 14 presents the results from the Scheffe's post hoc tests. For the conflict efficacy outcome, Low Engagers in an Assertive Climate had significantly lower efficacy than all other groups with the exception of High Engagers in an Active Cooperative Climate (no significant difference, $p > .05$). Dual Concern Cooperators in a Prosocial Climate had significantly higher conflict efficacy than all individuals whose self-profile was the Low Engager and the High Engagers in an Active Cooperative Climate. Aside from having lower conflict efficacy than the Dual Concern Cooperators in the Prosocial Climate, Low Engagers in a Prosocial Climate did not significantly differ in conflict efficacy from any other groups. Finally, there were no significant differences in conflict efficacy between Dual Concern Cooperators in an Assertive Climate, Dual Concern

Table 12

Descriptive Statistics and Correlations for Dependent Conflict Variables

	<i>M</i>	<i>SD</i>	1	2
1 Conflict Efficacy	3.749	.742	–	
2 Conflict Resolution	3.48	.633	.299*	–

Note. * $p < .01$. $N = 595$.

Table 13

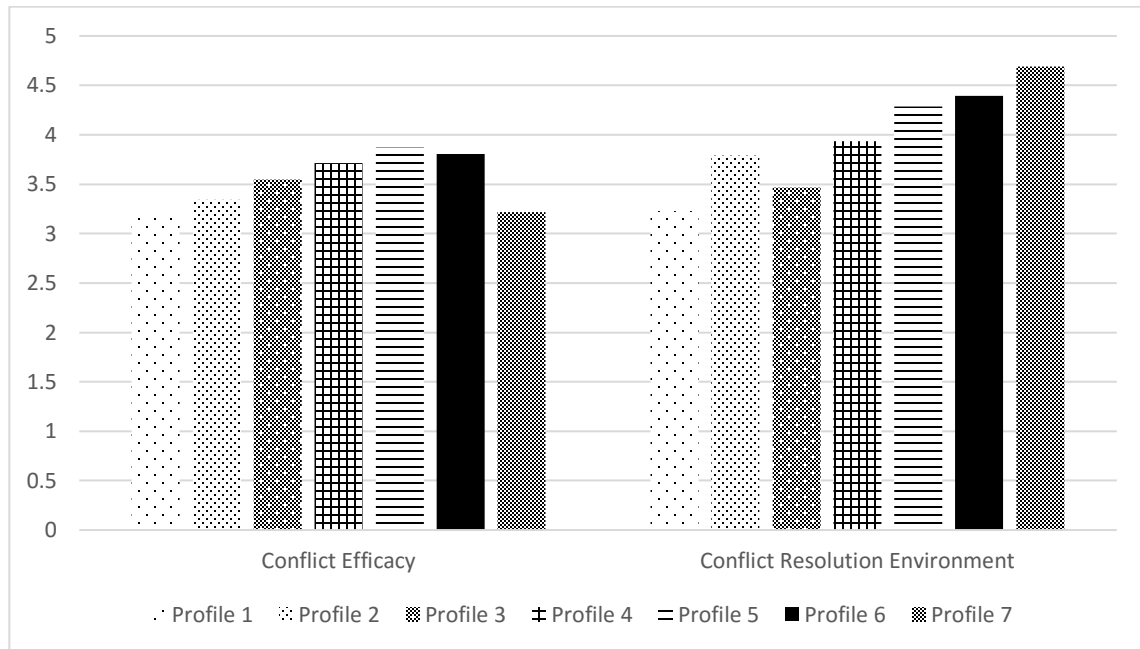
Sample Sizes, Means, and Standard Deviations of Conflict Dependent Variable Cells

Profile Pairs	Sample Size (<i>n</i>)	Conflict Efficacy <i>M (SD)</i>	Conflict Resolution Environment <i>M (SD)</i>
Low Engagers & Assertive Cl.	143	3.17 (.44)	3.23 (.68)
Low Engagers & Prosocial Cl.	96	3.34 (.47)	3.79 (.66)
Low Engagers & Active Cooperative Cl.	-	-	-
Dual Concern Cooperators & Assertive Cl.	60	3.54 (.63)	3.46 (.67)
Dual Concern Cooperators & Prosocial Cl.	233	3.72 (.59)	3.93 (.61)
Dual Concern Cooperators & Active Cooperative Cl.	14	3.87 (1.03)	4.29 (.52)
High Engagers & Assertive Cl.	-	-	-
High Engagers & Prosocial Cl.	16	3.81 (.90)	4.40 (.56)
High Engagers & Active Cooperative Cl.	33	3.22 (.83)	4.67 (.43)

Cooperators in an Active Cooperative Climate, and High Engagers in a Prosocial Climate.

As seen in Table 14, Scheffe's post hoc tests were also assessed for the conflict

Figure 10

Profile Pair Means for the Conflict-Related Outcome Variables

Note: Profile 1 = Low Engagers in an Assertive Climate ($n = 143$), Profile 2 = Low Engagers in a Prosocial Climate ($n = 96$), Profile 3 = Dual Concern Cooperators in an Assertive Climate ($n = 60$), Profile 4 = Dual Concern Cooperators in a Prosocial Climate ($n = 233$), Profile 5 = Dual Concern Cooperators in Active Cooperative Climate ($n = 14$), Profile 6 = High Engagers in a Prosocial Climate ($n = 16$), Profile 7 = High Engagers in an Active Cooperative Climate ($n = 33$).

resolution environment outcome. Results indicate that Low Engagers in Assertive Climates perceive conflict to be resolved significantly less in their work environments than all other groups except other individuals in Assertive Climates (no significant difference, $p < .05$). Low Engagers in Prosocial Climates, however, do not perceive significantly different levels of conflict resolution than all individuals whose self-profile is the Dual Concern Cooperator. High Engagers do not differ significantly in terms of the extent which they perceive conflict to be resolved in their workplaces, regardless of their environment profile, although High Engagers in Active Cooperative Climates report

Table 14

Scheffe's Post Hoc Test Results for Conflict-related Outcomes

Dependent Variable	Profile Pair Comparisons		Mean Difference	Standard Error	Significance Value
Conflict Efficacy	1	2	-.178	.077	.512
		3	-.378	.090	.008
		4	-.549	.063	.000
		5	-.705	.164	.005
		6	-.640	.154	.009
		7	-.053	.117	1.00
		2	3	-.200	.097
	4	4	-.371	.072	.000
		5	-.527	.167	.130
		6	-.462	.158	.203
	3	7	.125	.122	.984
		4	-.171	.085	.677
		5	-.327	.174	.738
		6	-.262	.166	.865
	4	7	.325	.132	.405
		5	-.156	.161	.988
		6	-.091	.151	.999
	5	7	.496	.114	.004
6		.065	.214	1.00	
6	7	.652	.190	.066	
	7	.587	.181	.106	
Conflict Resolution Environment	1	2	-.557	.084	.000
		3	-.233	.098	.462
		4	-.704	.068	.000
		5	-1.056	.177	.000
		6	-1.166	.167	.000
		7	-1.459	.127	.000
		2	3	.324	.105
	4	4	-.147	.078	.732
		5	-.498	.181	.273
		6	-.609	.171	.050
		7	-.902	.133	.000
	3	4	-.471	.093	.000
		5	-.822	.188	.004
		6	-.933	.178	.000
		7	-1.226	.142	.000
	4	5	-.351	.174	.668

	6	-.461	.164	.244
	7	-.754	.123	.000
5	6	-.110	.231	1.000
	7	-.403	.204	.693
6	7	-.293	.196	.896

Note: Profile 1 = Low Engagers in an Assertive Climate ($n = 143$), Profile 2 = Low Engagers in a Prosocial Climate ($n = 96$), Profile 3 = Dual Concern Cooperators in an Assertive Climate ($n = 60$), Profile 4 = Dual Concern Cooperators in a Prosocial Climate ($n = 233$), Profile 5 = Dual Concern Cooperators in Active Cooperative Climate ($n = 14$), Profile 6 = High Engagers in a Prosocial Climate ($n = 16$), Profile 7 = High Engagers in an Active Cooperative Climate ($n = 33$).

significantly more conflict resolution levels than all other non-High Engagers.

Fit-MANOVA Sample Differences

As previously noted, when the Fit-MANOVA was conducted on Sample 1 and Sample 2 separately, the multivariate effects were similar (i.e., Pillai's Trace = .612, $F(3, 18) = 11.97, p < .001, \eta^2 = .20$; Pillai's Trace = .516, $F(3, 18) = 10.10, p < .001, \eta^2 = .17$, respectively), and the univariate effects were similar (i.e., Sample 1: perceived fit, $F(6, 593) = 30.89, p < .001, \text{partial } \eta^2 = .40$; group satisfaction, $F(6, 593) = 22.19, p < .001, \text{partial } \eta^2 = .32$; process satisfaction, $F(6, 593) = 26.87, p < .001, \text{partial } \eta^2 = .37$; Sample 2: perceived fit, $F(6, 593) = 17.22, p < .001, \text{partial } \eta^2 = .26$; group satisfaction, $F(6, 593) = 32.23, p < .001, \text{partial } \eta^2 = .40$; process satisfaction, $F(6, 593) = 22.96, p < .001, \text{partial } \eta^2 = .32$). Scheffe's post hoc tests were also largely similar with the exception of the Dual Concern Cooperators in Assertive Climates on the Group Satisfaction outcome (see Appendix D for tables of all Scheffe's post hoc test results broken down by sample for both the Fit- and Conflict-MANOVAs).

Sample 1. As seen in Table 15, Scheffe's post hoc tests revealed that the Dual Concern Cooperators in Assertive Climates perceive significantly higher group

satisfaction than Low Engagers in Assertive Climates and significantly lower group satisfaction than all High Engagers, regardless of climate. There are no significant differences in group satisfaction between any of the Dual Concern Cooperators (regardless of climate) and between the Dual Concern Cooperators in Assertive Climates and the Low Engagers in Prosocial Climates.

Sample 2. As seen in Table 15, Scheffe's post hoc tests revealed that the Dual Concern Cooperators in Assertive Climates perceive significantly lower group satisfaction than all other groups with the exception of Low Engagers in Assertive Climates (no significant difference, $p < .05$).

The only comparison that did not differ between samples was that in both cases, Dual Concern Cooperators in Assertive Climates perceived significantly lower group satisfaction than the High Engagers in Active Cooperative Climates. The differences that were identified indicate that the Profile Pair 3 Group is different in each sample based on its reported group satisfaction. The demographic makeup of this profile in each sample was similar based on manager status (i.e., the group in Sample 1 has 17 managers and 16 non-managers, while Sample 2 has 12 managers and 13 non-managers). There was, however, a larger portion of females compared to males in this profile in the Sample 1 dataset (i.e., the group in Sample 1 has 10 males and 23 females, while Sample 2 has 10 males and 15 females). Possible explanations for this difference are presented in the subsequent discussion of results.

Table 15

Scheffe's Post Hoc Test Results for the Group Satisfaction Outcome by Sample

Profile Pairs	Sample 1			Sample 2		
	Mean Difference	Standard Error	Sig. Value	Mean Difference	Standard Error	Sig. Value
1 2	-.678	.117	.000	-.620	.113	.000
3*	-.642	.134	.001	-.020	.137	1.000
4	-.874	.099	.000	-.945	.087	.000
5	-1.184	.262	.003	-1.239	.222	.000
6	-1.532	.245	.000	-.986	.210	.002
7	-1.656	.188	.000	-1.432	.152	.000
2 3*	.036	.136	1.000	.560	.151	.016
4	-.196	.101	.709	-.325	.107	.170
5	-.506	.263	.718	-.619	.231	.305
6	-.854	.246	.064	-.366	.220	.835
7	-.978	.189	.000	-.813	.165	.001
3 4*	-.232	.120	.715	-.925	.132	.000
5*	-.542	.271	.677	-1.219	.243	.000
6*	-.890	.254	.061	-.966	.232	.010
7	-1.014	.200	.000	-1.412	.182	.000
4 5	-.310	.256	.961	-.294	.219	.936
6	-.658	.238	.269	-.041	.208	1.000
7	-.782	.179	.005	-.488	.149	.100
5 6	-.348	.340	.984	.253	.291	.993
7	-.472	.302	.874	-.193	.252	.997
6 7	-.124	.287	1.000	-.446	.242	.758

Note: Profile 1 = Low Engagers in an Assertive Climate ($n = 143$), Profile 2 = Low Engagers in a Prosocial Climate ($n = 96$), Profile 3 = Dual Concern Cooperators in an Assertive Climate ($n = 60$), Profile 4 = Dual Concern Cooperators in a Prosocial Climate ($n = 233$), Profile 5 = Dual Concern Cooperators in Active Cooperative Climate ($n = 14$), Profile 6 = High Engagers in a Prosocial Climate ($n = 16$), Profile 7 = High Engagers in an Active Cooperative Climate ($n = 33$).

* indicates a discrepancy between post hoc conclusions based on differences in significance between Sample 1 and Sample 2 for the Dual Concern Cooperators in Assertive Climates (Profile Pair 3).

Discussion

The objective of the present study was twofold. First, it sought to explore individual conflict management styles and organizational conflict climate via a novel, person-centered approach using Latent Profile Analyses (LPA). Conflict management styles and climates were observed via the five Dual Concern Theory styles: yielding, compromising, dominating, collaborating, and avoiding (Pruitt & Rubin, 1986; Thomas, 1992). The LPA enabled the identification of three homogeneous subpopulations of individuals who utilize distinct patterns of conflict management styles (i.e., profiles). Profile 1, the Low Engagers, is characterized by moderate, relatively equal flexible usage of all styles, supporting Hypothesis 3b. Profile 2, the Dual Concern Cooperators, is characterized primarily by the collaborating and compromising styles, partially supporting Hypothesis 4 (it was expected that yielding would also be utilized to the same extent as collaborating and compromising in one profile). Profile 3, the High Engagers is characterized by high, relatively equal flexible usage of all styles, supporting Hypothesis 3c. Hypotheses 1, 2, 3a, and 5 were not supported (i.e., 1) high dominating and collaborating, low on other styles, 2) high dominating and avoiding, low on other styles, 3a) low usage across all styles, and 5) dominant use of one of the five styles).

Distinct subpopulations were also identified via LPA at the organizational level, revealing three unique patterns of conflict management style use in the workplace climate. Specifically, Profile 1, the Assertive Climate, is described by moderate usage of all styles, with dominating being slightly higher. Profile 2, the Prosocial Climate, is described by moderately high usage of yielding, collaborating, and compromising and

low usage of dominating and avoiding, and Profile 3, the Active Cooperative Climate, is described by high usage of all styles with slightly less use of dominating. Overall, the results revealed three individual and three climate profiles that differ based on shape (i.e., qualitatively) and/or level (i.e., quantitatively).

The second objective of the present research was to operationalize conflict style fit by observing unique combinations of individual and organizational profiles. Specifically, the extent to which individual conflict management styles fit with various organizational conflict climates was identified via the relationships between each combination of profiles and the organizational and conflict-related variables of interest (i.e., subjective, perceived fit, group and process satisfaction, conflict efficacy, and conflict resolution environment). Results revealed that certain individual and climate profile combinations are associated with more positive outcomes, evidencing a higher conflict style fit than those with less-positive or negative outcomes. These findings offer insight on understanding why certain conflict contexts might be more constructive than others, and they highlight the importance of studying conflict style fit in the workplace.

Self-Profiles

The qualitative and quantitative characteristics of the different Self-Profiles identified via the LPA offers a much more nuanced, detailed account of how people self-report on the extent to which they vary in conflict management style use compared with previous existing research that uses variable-centered approaches and studies conflict management styles independent of each other (e.g., Chen & Tjosvold, 2002; Ma et al., 2012; Park & Park, 2008). Instead of exhibiting a behavioural preference for using one

conflict management style, the present research found that individuals report using varying styles to different extents. This notion had been previously introduced in the literature, yet until now had not been empirically explored (Van de Vliert et al., 1995).

Interestingly, results from the Self-Profile LPAs yielded two profiles that were qualitatively similar: The Low Engagers and the High Engagers. These profiles reflect a general pattern of using all conflict management styles flexibly and interchangeably, with no particular style being used more than others. The qualitative nature and similarity between these classes suggests that many people (almost half of the sample; 45%) are responding to conflicts in different ways. Given that conflicts vary in nature (e.g., relational conflict, task conflict, process conflict; Jehn, 1995), and that the effectiveness of conflict management styles may depend on the conflict context (i.e., the contingency approach; Thomas, 1992), one explanation for these findings is that people vary their approach to conflict management based on the conflict context, perhaps because they are aware that some styles are better-suited to certain situations than others. If people are able to knowingly tailor their conflict management approach to the situation, they are evidencing conflict management adaptivity (i.e., “the capacity to identify and respond appropriately to different conflict situations or relevant changes in conflict situations,” Coleman & Kugler, 2014, p. 949). As Coleman and Kugler (2014) demonstrated that conflict adaptivity is associated with positive organizational outcomes such as higher level of satisfaction with conflict processes and higher well-being at work, then both Low Engagers and High Engagers should be desirable conflict management profiles if the variation in style usage can be explained via adaptivity. However, although adaptivity

offers an explanation as to why people may alternate styles, the present research did not empirically investigate conflict management adaptivity.

An alternate explanation for why individuals interchangeably use various conflict management styles may be that people simply use a specific pattern of styles when dealing with any one given conflict. Previous research has supported this notion as individuals have been found to consistently employ a pattern of conflict management behaviours throughout the overall process of a conflict. For example, conflict and negotiation research has demonstrated that avoiding can be a behaviour used initially in a conflict situation, however, that behaviour is often followed by dominating or collaborating once the individual realizes that avoiding the conflict is counter-productive for the conflict process and in achieving conflict resolution (De Dreu & Gelfand, 2008; Rhoades & Carnevale, 1999). It is possible that Low Engagers and High Engagers demonstrate consistent patterns of conflict style usage in any one given situation, however, this pattern may be similar or different between the two profiles. Another explanation is that these people may be adapting within one conflict situation, suggesting adaptivity is relevant both within and between conflict situations. It is also important to note that these explanations may only be relevant to one of the two profiles. It is possible one of these profiles exhibits adaptivity while the other exhibits consistent patterns of conflict management styles within situations. Therefore, future research should investigate conflict management adaptivity in relation to the Low Engager and High Engager conflict management profiles, both within and between conflict situations. It should also take a more micro approach to studying conflict by observing in detail

individuals' response to a specific conflict throughout the entire duration of the conflict process.

Although Low Engagers and High Engagers share qualitative similarities, they are quantitatively different. Specifically, High Engagers used all styles more frequently (at high levels) than the Low Engagers (at moderate levels). Their profile names reflect a possible explanation as to why these two groups differ which suggest they differ on the extent to which they actively engage in managing conflict (versus the ways in which they use the styles to manage conflict). That people vary in the extent to which they actively or passively resolve conflict has been previously studied in conflict literature (De Dreu et al., 2012; Dijkstra, De Dreu, Evers, & van Dierendonck, 2009), and in stress and coping literature (Latack & Havlovic, 1992). Specifically, one approach to studying coping is to view coping methods as either control-oriented or escape-oriented. Control-oriented coping involves a pro-active approach reflective of constructive problem-solving and taking direct action, whereas escape-oriented coping is a passive approach that involves disengaging with the situation (Latack & Havlovic, 1992). Control versus escape coping has been used as a framework to understand passive versus active conflict management as conflict is considered a stressor, and behavioural responses to conflict reflect various strategies for coping (De Dreu et al., 2012). As such, the quantitative difference between the Low Engagers and High Engagers may actually reflect a difference in how people cope with conflict situations. Perhaps not surprisingly, just as escape coping has been found to be associated with negative outcomes such as lower job performance a negative health impacts (Armstrong-Stassen, 2005), passive conflict management has also been

found to be associated with negative outcomes. In fact, Dijkstra and colleagues (2009) also found that passive conflict management is associated with negative health-related outcomes such as employee strain. As such, if the quantitative difference between Low Engagers and High Engagers can be explained via control versus escape methods for coping, it is likely Low Engagers will suffer from more negative outcomes in conflict situations.

In addition to the Low Engagers and High Engagers, the Dual Concern Cooperators emerged as the third Self-Profile. These individuals represented more than half of the sample (55%), and are both quantitatively and qualitatively different from the other profiles. They are unique in that they do exhibit a propensity to use two styles (i.e., collaborating and compromising) over all of the others. However, these two styles are similar in that they reflect both a concern for self and a concern for the other, based on Dual Concern Theory (Pruitt & Rubin, 1986). Based on the prevalent usage of these two styles, it can be inferred that these people are all motivated to manage and resolve conflict by searching for the best outcomes for their selves while also wanting the best outcome for others. Interestingly, this dual concern approach to conflict resolution has been continuously regarded as the most effective style as demonstrated by a plethora of empirical research (e.g., Alper, Tjosvold, & Law, 2000; De Dreu et al., 2001; Park & Park, 2008). As such, these individuals should be the most effective at managing conflict. It is possible that these individuals are more experienced in managing conflict as they are aware of which strategy is effective, however, another explanation is that a third variable might explain these individuals' tendency to satisfy all parties interests such as

personality. Additionally, if coping and adaptivity play an important role in distinguishing between the Low Engagers and High Engagers, perhaps they manifest uniquely in the Dual Concern Cooperator Profile.

The present discussion suggests that both adaptivity and coping may play an important role in understanding how and why people manage conflict differently. Future research should aim to further understand these relationships and should observe the relationships between the three Self-Profiles and various organizational antecedents and outcomes. A further understanding of how Low Engagers, Dual Concern Cooperators, and High Engagers operate in the conflict environment at work may have important implications for employees and organizations. For example, if certain personality traits predict profile membership, and if certain profiles are more effective and constructive than others, researchers and practitioners can use this information in an organizational selection context, especially for jobs that are high-conflict in nature. Alternatively, if Low Engagers are found to suffer more negative outcomes than High Engagers, future research should focus on understanding how to improve active conflict management in this group to create a more positive conflict environment in the workplace (as opposed to focusing on training a specific, more constructive style (i.e., collaborating)).

Climate-Profiles

Taking a conflict-specific approach to studying organizational culture and climate is a relatively new area of research and, to date, has only been conducted through variable-centered approaches (e.g., Gelfand et al., 2012; Lowe, 2015). As such, findings from the present research offer a novel contribution to the conflict climate literature as

they emerged via a person-centered approach. The approach resulted in the identification of three, quantitatively and qualitatively distinct conflict climate profiles that reflect various ways in which people perceive conflict management in their organizations. Consistent with the Self-Profiles and in contradiction to previous conflict climate/culture research, results reveal that conflict climates are characterized by a combination of styles instead of being characterized by one specific style. The shapes and levels of the Climate-Profiles that were identified offer a further, more nuanced understanding of the conflict management environment at work and deem previous findings to be oversimplified (e.g., Lowe (2015) only studied constructive versus deconstructive conflict climates, and Gelfand and colleagues (2012) only studied three of the five dual concern styles at the organizational culture level).

Of the three climate profiles, the Assertive Climate is the one that evidenced a slight propensity to use one style over all of the others. The dominating style was endorsed more than all other styles which is indicative of a conflict management climate that is characterized more so by competition than cooperation. Dual Concern Theory (Pruitt & Rubin, 1986) offers the explanation that this environment reflects one where individuals are primarily concerned with their own outcomes and are motivated to satisfy their own interests over others. It is important to note, however, that all other styles are used moderately in this climate and dominating behaviours are not utilized substantially more than others, but the shape still suggests it is a conflict environment driven by competition.

Although primarily driven by the moderately high usage of the dominating style, the frequency of which all other styles are used in the Assertive Climate is lower than that of the Prosocial Climate and the Active Cooperative Climate. Drawing from the previous discussion on active versus passive conflict management, a possible explanation for the lower usage of styles may be that the Assertive Climate is also one that is less active in its attempts to manage and resolve conflict. As an active conflict management environment is regarded as constructive (Lowe, 2015), it is likely that this more passive conflict management environment is less effective in dealing with conflict and is associated with more negative outcomes than the other profiles. Additionally, that dominating is the favored style, and that Gelfand and colleagues (2012) found a dominating conflict culture to be negatively associated with social cohesion, organizational justice, and psychological safety climate, employees in organizations with an Assertive Conflict Climate might also experience these negative outcomes.

A second profile that was identified at the organizational climate level is the Prosocial Climate, one that is characterized by high levels of yielding, collaborating, and compromising. Interestingly, the common denominator between these three styles is that they all reflect a ‘concern for other’ approach to conflict management as proposed by Dual Concern Theory (Pruitt & Rubin, 1986). An environment characterized by these three styles is one where individuals are primarily motivated to satisfy other’s needs in the event of conflict, while still being concerned for their own needs (collaborating and compromising also reflect a ‘concern for self’ element). That the Prosocial Climate Profile reflects usage of these three styles all at moderate to high levels suggests that this

environment is cohesive and cooperative where individuals search for solutions that best-satisfies everyone in the event of conflict. Additionally, these levels suggest the Prosocial Climate is relatively active in its approach to managing conflict compared with the Assertive Climate. Considering that active conflict management is constructive (Lowe, 2015), that collaboration is the most effective conflict management style (De Dreu & Gelfand, 2008; Tjosvold, 2008), and that collaborative conflict cultures have been found to be positively associated with organizational outcomes such as perceived justice and social cohesion (Gelfand et al., 2012), Prosocial Climates are likely ones that are effective in managing conflict and are likely ones where employees experience positive organizational outcomes, especially outcomes that reflect interpersonal relationships such as co-worker satisfaction.

The third Climate-Profile that was identified via the LPA was the Active Cooperative Climate. The Active Cooperative Climate is similar in shape to that of the Prosocial Climate as yielding, collaborating, and compromising are all highly endorsed styles and dominating is endorsed less, but it differs in that avoiding is used at similar levels to the ‘concern for other’ styles. Interestingly, the shape of this profile somewhat parallels that of the High Engagers from the Self-Profiles, which suggests that styles are used fairly flexibly and interchangeably in this climate. The shape suggests that this environment may be adaptive where employees are always utilizing different styles based on the specific conflict context, but it may also suggest that there is extensive variation in the extent to which people in the environment manage conflict individually.

The Active Cooperative Climate was distinctly, quantitatively different from the other Climate-Profiles because the extent to which all of the styles are endorsed are much higher than the others. Again, this pattern may be indicative of a conflict management environment that is highly active and, as such, highly constructive (Lowe 2015). It is possible that organizations with Active Cooperative Conflict Climates are also ones where open communication is encouraged and there are positive social norms concerning the open discussion and management of conflict. In fact, Coleman and Lim (2001) denote that an important factor that contributes to perceptions of a constructive conflict climate is one where conflict is discussed in the open, and a factor that contributes to perceptions of a destructive conflict climate is refraining from openly addressing the issue at hand (see also Lowe, 2015).

Although the present research is novel in that it offers a more nuanced understanding of the conflict management environment at work than previous research, a better understanding of how the climate profiles are associated with other important organizational characteristics or outcomes is warranted. Future research should investigate antecedents and outcomes of these conflict management profiles. For example, in terms of antecedents, it may be that conflict management Climate-Profiles are a function of industry or organizational characteristics (e.g., private versus public sector, service versus non-service). They also may be a function of the demographic makeup of the employees that belong to the climate. Another possibility is that the conflict climate in the workplace is actually a manifestation of management's conflict management styles, a notion that was empirically supported in Gelfand and colleague's (2012) research (i.e.,

leader's conflict management styles predicted certain conflict management style cultures). Future research should also attempt to investigate adaptivity in the context of conflict climate to determine whether conflict management climate can be adaptive.

Identifying which employee and organizational outcomes are associated with each of these three profiles is also another important area for future research. For example, the Prosocial Climate may predict co-worker satisfaction and social cohesion, whereas the Assertive Climate may predict employee strain and co-worker dissatisfaction. Determining which conflict management Climate-Profiles are associated with positive outcomes and which are associated with negative outcomes will further contribute to the understanding of how certain conflict environments may be more constructive versus destructive. In fact, in addition to independently observing Self- and Climate-Profiles, the present research explored how each combination of the Self- and Climate-Profiles operate uniquely in the workplace via the proposed novel construct, conflict style fit.

Conflict Style Fit

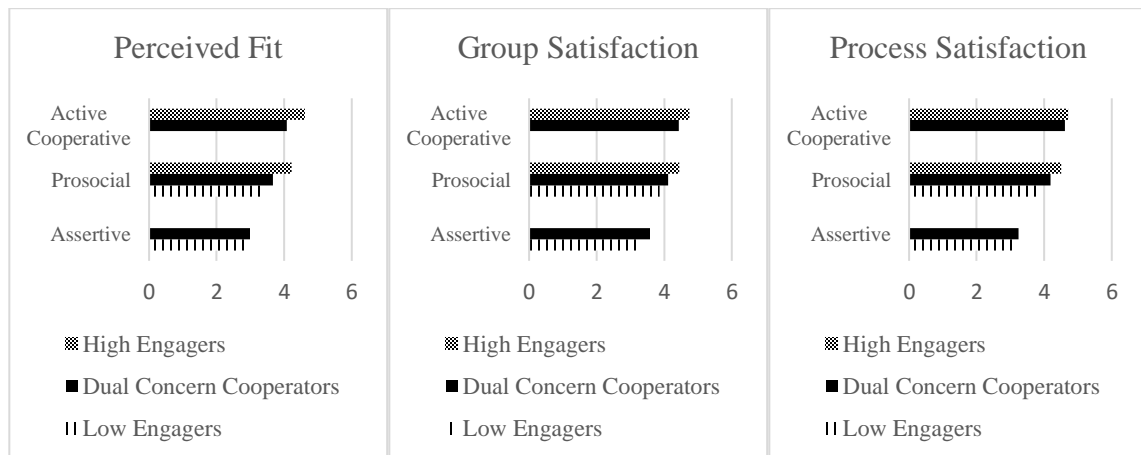
The operationalization of a novel construct, namely conflict style fit, was a primary objective of the present research. Conflict style fit was identified by observing how the unique self and climate profile combinations were associated with fit- and conflict-related outcomes. The identification of three self and three climate conflict management profiles yielded nine possible self and climate profile combinations, however, one was not present in the data and one only occurred once and, as such, were not investigated. The resulting profile combinations include: Low Engagers in an Assertive Climate, Low Engagers in a Prosocial Climate, Dual Concern Cooperators in an

Assertive Climate, Dual Concern Cooperators in a Prosocial Climate, Dual Concern Cooperators in an Active Cooperative Climate, High Engagers in a Prosocial Climate, and High Engagers in an Active Cooperative Climate. MANOVA results revealed that certain profile combinations reflect higher conflict style fit than others based on their relationships with the measured outcomes.

The group of fit-related outcomes include subjective, perceived fit, group satisfaction, and process satisfaction, all of which reflect individual perceptions of the organizational environment. The MANOVA results indicate that overall, fit is influenced by the unique the combinations of Self- and Climate-profiles. In interest of clarity and conciseness, the general trends that were identified in the Fit-MANOVA results can be explained in the context of conflict climate and are visually depicted in Figure 11.

Figure 11

Profile Pair Means for Fit-Related Outcomes Grouped by Conflict Climate



Note. Climate Profiles are on the vertical axes.

Generally, it was found that individuals in Assertive Conflict Climates reported the lowest levels of fit outcomes in general, with Low Engagers being the least satisfied and exhibiting the lowest conflict style fit compared with others. Conversely, individuals in Active Cooperative Climates typically report the highest levels of fit outcomes, with High Engagers in Active Cooperative Climates evidencing the highest conflict style fit as their reported perceptions of fit and group satisfaction are generally significantly higher than all others. Individuals in Prosocial Climates tend to exhibit higher conflict style fit than those in Assertive Climates and lower conflict style fit than those in Active Cooperative Climates, with High Engagers evidencing the highest levels of fit in Prosocial Climates. An interesting result worth noting was that for group satisfaction, there were no differences between any of the Dual Concern Cooperators, regardless of climate type which may be due to their tendency to satisfy all parties interests in conflict situations. However, this result differed when the analysis was broken down sample (see subsequent discussion).

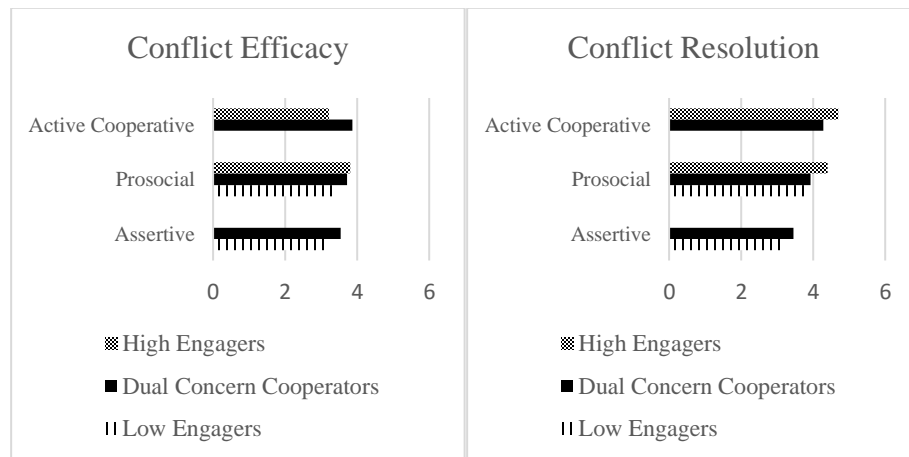
The group of conflict-related outcomes include conflict efficacy and perceptions of the conflict resolution environment in the workplace. Similar to the Fit-MANOVA, the Conflict-MANOVA results reveal that overall, the conflict-related outcomes are influenced by the unique Self- and Climate-Profile combinations. Results will be discussed in the context of conflict climate and are visually depicted in Figure 12.

For the conflict efficacy outcome, there were fewer differences between the groups than all other fit- and conflict-related outcomes. Additionally, the differences that do exist seem to be attributed to the unique profile pair context rather than being a result

of either the individual conflict management style or conflict climate. This is evidenced by the most notable difference between groups which is that High Engagers in Active Cooperative Climates (i.e., the profile with the highest conflict style fit based on the fit-related outcomes) report significantly lower conflict efficacy than all other groups except Low Engagers in Assertive Climates (i.e., the profile with the lowest conflict style fit based on the fit-related outcomes). This finding was surprising because it was contradictory to the findings for the group on the fit-related outcomes. As such, it seems that for fit-related outcomes, High Engagers experience the highest conflict style fit, regardless of climate. However, for conflict efficacy, the conflict climate in which the High Engagers work is important as the High Engagers are better off in Prosocial Climates.

Figure 12

Profile Pair Means for Conflict-Related Outcomes Grouped by Conflict Climate



Note. Climate Profiles are on the vertical axes.

The other most notable difference for the conflict efficacy outcomes is that the Low Engagers in Assertive Climates also experienced lower conflict efficacy than all

other groups (except the High Engagers in Active Cooperative Climates). Interestingly, in observing the qualitative shapes of the individual Low Engagers profile and the Assertive Climate profile, the shapes are similar in that they both reflect the lowest levels of style usage than all other groups (see Figure 5 for the Low Engager profile shape and Figure 7 for the Assertive Climate profile shape). As such, both the individual and climate profiles that make up the Low Engager in Assertive Climate pair exhibit the lowest, most passive levels of conflict management style engagement than all other profiles, either independently or in pairs. Perhaps people in this group are less comfortable in dealing with conflict and are in an environment that is not comfortable with openly dealing with conflict, resulting in this group (Low Engagers in Assertive Climates) feeling less efficacious when they are managing conflict.

For the conflict resolution environment outcomes, a similar pattern to the aforementioned outcomes emerged such that individuals in Assertive Conflict Climates generally perceive the lowest levels of conflict resolution in their environment, with Low Engagers in Assertive Climates reporting the lowest levels suggesting this group evidences low conflict style fit. Conversely, High Engagers in Active Cooperative Climates reported higher levels of perceived conflict resolution in their environments than mostly all other groups. With the exception of the conflict efficacy outcome, this result parallels with the previous findings such that High Engagers in Active Cooperative Climates tend to exhibit the highest levels of conflict style fit.

Together the results from the MANOVAs provide insight as to which combinations of Self- and Climate-Profiles evidence high or low conflict style fit based

on the relationships with the measured outcomes. Specifically, individuals in Assertive Conflict Climates tend to experience the lowest levels of conflict style fit as they report low on the fit outcomes and conflict outcomes. Furthermore, Low Engagers in Assertive Climates seem to be the lowest fitting group as their outcomes are generally lower than Dual Concern Cooperators in Assertive Climates (High Engagers in Assertive Climates were not present in the data). Interestingly, the Assertive Climate profile and the Low Engager profile are qualitatively similar in that they only report moderate, relatively equal usage of all styles, with dominating being slightly higher in the Climate-Profile. It is possible that both of these profiles are characterized by a passive approach to conflict management, an approach that has previously been deemed ineffective in both conflict and coping literature as previously discussed (e.g., De Dreu et al., 2012; Dijkstra et al., 2009; Latack & Havlovic, 1992). Therefore, it is not surprising that these individuals typically experience the lowest levels of conflict style fit. This result suggests that for individuals who are Low Engagers, the type of conflict climate in their organization is important as they will experience higher levels of conflict style fit in Prosocial or potentially Active Cooperative Climates.

In contrast to the profile combinations that comprise lower, more passive usage of all styles, profile combinations that have an active component (i.e., High Engagers or the Active Cooperative Climate) tend to exhibit the highest levels of conflict style fit. Furthermore, High Engagers in Active Cooperative Climates generally evidence the highest levels of conflict style fit with the exception of the conflict efficacy outcome. It seems that the active approach to conflict management, whether on part of the individual

or the organization, is an important contributor to conflict style fit. Existing research suggests that active coping and active conflict management contribute to an environment where conflict is addressed more openly and is characterized by more active problem solving (Coleman & Lim, 2001; Lowe, 2015). As such, these conflict environments are more constructive than deconstructive. The present findings support that an active approach contributes to a more constructive environment as individuals with an active component to their profile combination generally express higher conflict style fit based on the observed outcomes. This result suggests that organizations should aim to foster a conflict management environment that is open and active in order for employees to experience more positive fit- and conflict-related outcomes and ultimately, experience higher levels of conflict style fit.

Another interesting pattern that was identified via the MANOVAs is that for Dual Concern Cooperators, Climate-Profile type does not seem matter as much to their assessment of fit. Additionally, in Prosocial Climates, Self-Profile type does not seem to matter as much in individuals' assessments of fit. This was demonstrated by the Dual Concern Cooperators reporting fairly similar fit- and conflict-related outcomes, regardless of climate, and individuals in Prosocial Climates reporting fairly similar fit- and conflict-related outcomes, regardless of their individual profile. The shapes of the Dual Concern Cooperator and Prosocial Climate are fairly similar, suggesting that the profile characteristics explain this finding. Specifically, both profiles reflect high usage of collaborating and compromising styles, with the Prosocial Climate also reporting high usage of yielding. Collaborating and compromising styles are the ones that reflect a

concern for everyone's interests (Dual Concern Theory; Pruitt & Rubin, 1986) so it is possible that when either one or both of an individual's Self- and Climate-Profiles consist of these profiles, the result is a cooperative conflict context. The cooperative nature of these profiles seems to overshadow the effects from other individual or climate profile variations. Although these profiles did not always reflect a high conflict style fit based on their pairing with other profiles, overall they generally experienced positive outcomes. This is perhaps not surprising, considering dual concern styles typically are most effective and constructive when managing conflict (De Dreu & Gelfand, 2008; Tjosvold, 2008). The findings from this research indicate that it is important to look at both the individual conflict management style and the climate because the MANOVA results suggest that it is not one specific individual or climate style that is attributed to the experience of high conflict style fit, but that certain individual styles are more suited to certain environments than others.

The discussion of conflict style fit is not complete without addressing the notion of supplementary versus complementary fit. Specifically, it was initially of interest to investigate whether conflict style fit was higher when the Self- and Climate-Profiles were the same (i.e., supplementary), compared to when they were different (i.e., complementary). The results from the LPA, however, elicited profiles for the individual that were qualitatively and quantitatively different than profiles for the climates. This resulted in insufficient data to directly explore supplementary versus complementary fit. There are, however, some inferences that can be made in relation to fit type based on the present discussion of the findings as a few individual and climate profiles did exhibit

some similarity. If supplementary fit was a better type of fit for conflict styles, then Dual Concern Cooperators in Prosocial Climates, High Engagers in Active Cooperative Climates, and Low Engagers in Assertive Climates should have elicited the highest fit- and conflict-related outcomes, as these pairs of profiles were most similar in shape and level of style usage. That notion, however, was not supported as these pairs did not consistently exhibit higher conflict style fit than profile pairs that did not exhibit similar shapes. Specifically, in some cases, such as for the High Engagers in Active Cooperative Climates, similar profile pairs did exhibit high fit, while in other cases, such as for the Low Engagers in Assertive Climates, similar profile pairs exhibited the lowest levels of fit. Additionally, in many cases, such as for the High Engagers in Prosocial Climates, complementary pairs exhibited high levels of fit. These findings suggest that the distinction between supplementary versus complementary fit is not as relevant to conflict style fit. Instead, the specific context of unique individual and profile combinations facilitates the extent to which fit is perceived in conflict management environments in the workplace.

Sample Differences in the Group Satisfaction Outcome

That there were discrepancies between the Dual Concern Cooperators in Assertive Climates profile on the group satisfaction outcome in Sample 1 and Sample 2 suggests that this group was different in each sample. When separated, the results revealed that the Dual Concern Cooperators in Assertive Climates in Sample 2 were much less satisfied with their immediate work groups compared with the other profile pair groups than they

were in Sample 1. In Sample 1, group satisfaction levels were more similar to the other profile pair groups.

One possible explanation as to why these groups might differ is their demographic makeup. It was initially expected that the ratio of managers to non-managers in the profile might differ between samples, possibly explaining differences in group satisfaction. This, however, was not the case as the percentage of managers between samples was similar (i.e., 52% of Sample 1 were managers, and 48% of Sample 2 were managers). That the gender makeup for this group differed between Sample 1 and Sample 2 (10% more females in Sample 1 compared with Sample 2) is another possible explanation as to why Sample 1 reported higher group satisfaction. Perhaps there are systematic reasons for females in this group to either perceive, or to report, higher group satisfaction. Future research should consider the effect that gender may have on the relationship between conflict style fit and group satisfaction. Finally, the groups differed in the percentage of individuals who reported experiencing at least one conflict in the previous six months. However, the finding that Sample 2 exhibited lower group satisfaction is counter-intuitive as they were less likely to have experienced one conflict in the previous six months compared to Sample 1 (i.e., 68% in Sample 2, and 77% in Sample 1).

An alternative explanation as to why these two groups may have differed could be that Sample 2 was administered an additional survey, the Short Work Attachment Measure (SWAM; Leiter, Day, & Price, 2015). This measure assesses the extent to which individuals are securely attached to others in their workplace. Although the surveys were presented in random order for both samples, it is possible that if individuals in Sample 2

responded to the SWAM prior to the group satisfaction outcome, those items may have influenced how they responded when asked about questions regarding group satisfaction. If this was the case, however, it is likely that the post hoc tests for other profile pairs would have also differed on group satisfaction between samples. The implication this has for the present research is that the group satisfaction MANOVA results for the Dual Concern Cooperators in Assertive Climates should be interpreted cautiously. The MANOVA with the combined results tended to mirror the results from Sample 2, where group satisfaction was perceived to be lower for this group compared with most others. Future research should examine this group of people more closely in order to identify additional variables that might influence group satisfaction for these individuals.

Implications

Findings from the present study have important implications for both researchers and practitioners interested in conflict management. Specifically, this research took a novel approach to studying conflict management styles via a person-centered approach, and the findings suggest that variable-centered approaches used in previous research do not accurately depict the ways in which people manage conflict, rendering many previous findings inconclusive. The identification of profiles allowed for the observation of homogenous subpopulations that share similar preferences for conflict management based on the patterns of conflict management style use. Most importantly, it was found that individual behavioural conflict management tendencies are not characterized by one dominant style, an assumption that has been made almost exclusively in previous conflict management research (i.e., variable-centered approach; e.g., Chen & Tjosvold, 2002; Ma

et al., 2012; Park & Park, 2008). Not only does this research offer a new approach to studying conflict management the literature, but this finding also offers an explanation as to why previous research has offered mixed results as it has failed to consistently demonstrate the how certain styles are associated with certain outcomes. Observing one style in relation to various outcomes is oversimplified as it fails to account for how individuals vary their style use. Researchers interested in conflict management should acknowledge that people utilize all styles to different extents, and future research should take a person-centered approach when studying individual conflict management styles.

The study of conflict management climates also has important implications as research on facet-specific conflict climate is limited. Evidently, conflict climates do exist, and a person-centered approach allowed for the identification of three distinct types of conflict climates. The strengths of the person-centered approach noted in the self-profile discussion are also relevant for the climate profiles. Instead of observing how one style reflects a conflict climate as has been done in previous research, this research suggests that conflict climates are reflective of a variety of style usage with three distinct patterns. It is important to note, however, that conflict climate in the present research was studied within the context of psychological climate. Researchers should continue to explore conflict climate in workplaces, but they should take a person-centered approach when conducting their research.

That the three-profile solutions replicated between the two samples of data for both the individual and climate conflict management profiles also has substantial implications because it further supports that the identified profiles reflect naturally

occurring groups in the population. This finding is especially important as the approach taken in the present research was exploratory and was the first of its kind in conflict management literature. As such, future researchers can attempt to replicate the profile structures identified from the present LPAs and can test formal hypotheses about the relationships these profiles may have with other variables. It is especially important to understand how individual and climate profiles are associated with organizational antecedents and outcomes as it will further contribute to the understanding of what constitutes a constructive versus a deconstructive conflict context.

The operationalization and investigation of conflict style fit is another reason the present research has important implications because it reflected an attempt to investigate the person-situation interaction in the context of conflict via a new construct. Most previous research has observed either the individual or the environment, failing to account for the unique context in which the two interact. The present research addressed this gap in the literature in that it offers a method for studying the way individuals fit within the climate context of their work environment, namely conflict style fit.

Not only was the methodology used to operationalized conflict style fit novel, but that unique profile combinations were reflective of varying degrees of conflict style fit also has important implications for organizations. Specifically, certain profile combinations exhibited higher fit- and conflict-related outcomes than others.

Organizations should be informed of this information in order to foster conditions that facilitate more constructive climates (e.g., Active Cooperative and Prosocial Climates) and hinder conditions that facilitate more destructive climates (e.g., Assertive Climates).

Additionally, organizations should be aware of which individual profiles are more or less effective when situated in a specific conflict management climate because conflict style fit is associated with organizational outcomes including perceived fit, group satisfaction, process satisfaction, conflict efficacy, and conflict resolution environment. As previously noted, this information may be used in a selection context, however, it may also be important to consider when forming groups or teams in organizations to achieve person-group fit as optimal profile combinations were found to be associated with more positive group outcomes (i.e., fit, group satisfaction, and process satisfaction).

Limitations

The present study is not without limitations. As the methodology involved self-report surveys, common method variance and common source bias are a potential concern. Additionally, because the design was correlational in nature, it cannot be concluded that individual and climate profile combinations precede the outcome variables of interest. Future research should aim to obtain objective ratings of conflict management styles (perhaps from supervisors or co-workers) and should aim to capture an objective ratings of conflict management climate. Although the present research was interested in perceived, psychological climate, objective assessments of climate would identify shared perceptions of the conflict environment and would strengthen the findings that three distinct conflict management climates naturally exist in organizations. Additionally, future research should investigate the relationships between profile combinations and various antecedents and outcomes using a longitudinal study design.

Another limitation that was identified post-data collection was that the frame of reference used for the DUTCH-self differed slightly from the DUTCH-climate. Specifically, for the DUTCH-self, the individual was instructed to respond based on how they typically manage conflict in their organization in general. For the DUCTH-climate, the individual was instructed to report on their immediate work group's conflict management styles versus the organization as a whole. Fortunately, this has no implication for the Latent Profile Analysis findings as the individual and climate results are independent of each other. It does, however, pose a potential problem for the conflict style fit conclusions as individuals may experience fit with their work group and not their organization, or vice versa. However, it is worth nothing that the meta-analytic correlation between person-group and person-organization fit is .48 for perceived fit (i.e., the type captured in the present study; Kristof-Brown et al., 2006).

There were additional limitations identified during data analysis. Specifically, in the Sample 2 data, the incremental model comparison statistics for all of the profile solutions failed to reach significance. Although the 3-Profile solution was retained because it was the closest to reaching significance ($p = .069$) and because it replicated best between Sample 1 and Sample 2, the non-significant model comparison statistics suggests that none of the models fit the data well. There are also general limitations with Latent Profile Analysis including the possible identification of spurious classes and the possibility of model misspecification (Williams & Kibowski, 2016). Another limitation to the data itself was that of the nine possible Self- and Climate-Profile Combinations, only seven were used in the MANOVA as one was not present in the data (i.e., High Engagers

in Assertive Climates) and another was only present twice (i.e., Low Engagers in Active Cooperative Climates). This is problematic in that the MANOVA results and the inferences made from them concerning conflict style fit are not as comprehensive as they would be if all possible combinations were studied. However, it is also possible that the low frequency or lack of existence of these two profile combinations reflect naturally occurring trends in the population. Alternatively, that those profiles combinations were not or were barely found in the data could suggest that the nature of the profiles influence the perceptions of the climate. Specifically, it is possible that High Engagers never perceive their conflict management climate to be Assertive or that Low Engagers rarely perceive their conflict management climate to be Active Cooperative. Another limitation to the MANOVA was that Sample 1 and Sample 2 were combined, despite the difference between the Dual Concern Cooperators in the Assertive Climates on the group satisfaction outcome between Sample 1 and Sample 2. Future research should attempt to further explore how satisfaction with one's group is influenced by the unique profile pair combination.

That manager status was not considered in the data analysis is another limitation to the present research. Previous research concerning conflict management at the organizational level (i.e., conflict culture; Gelfand et al., 2012) suggests that manager behaviours often play a prominent role in shaping the climate and, subsequently, subordinates' perception of conflict climate. What this means for the present research is that it is possible that the climate profiles that were identified via the Latent Profile Analyses are, to a certain extent, a reflection of the group's manager's conflict

management behaviours. This has the biggest implication for the conflict style fit findings from the present research. If managers' behaviours are driving the conflict management climate, then it is likely they will be satisfied with the environment as a result of supplementary conflict style fit (Kristof-Brown et al., 2005). As such, it is possible that the profile pair combinations that experienced the highest levels of fit might be mainly comprised of managers. Future research should consider both individual conflict management profiles, climate conflict management profiles, and conflict style fit for both managers and non-managers separately in order to better-understand how these groups operate (either similarly or differently) in relation to these constructs.

Another important limitation worth noting is that the present research was largely exploratory in nature as it was the first of its kind. It also failed to assess the relationships between the profiles and antecedents and outcomes. Future research should attempt to replicate the profile findings from the present research and form formal hypotheses about their relationships with organizationally-relevant antecedents and outcomes.

Conclusion

Previous research on conflict has been oversimplified in that it primarily takes a variable-centered, analytic approach to studying conflict management styles and conflict climates. The present study offers a novel contribution to conflict literature in that it used a person-centered, analytic approach to better understand how individuals and organizations exhibit distinct tendencies for using a combination of various conflict management styles. The results revealed three distinct individual conflict management profiles and three distinct conflict climate profiles, all of which differ qualitatively and

quantitatively. Another primary objective of the present research was to operationalize and investigate a novel construct, namely conflict style fit. Specifically, the unique combinations of individual and climate profiles were investigated in relation to fit- and conflict-related outcomes in order to determine whether certain combinations were more optimal than others, indicating conflict style fit. Results demonstrated that there are certain profiles that are indicative of higher conflict style fit than others. Taken together, results from the present research support the usage of employing person-centered approaches to studying conflict management styles and support the importance for researchers and organizations to be concerned with the newly proposed construct, conflict style fit.

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Appendix A: Measures

General Demographics Questionnaire

Please answer the following questions by providing the most appropriate answer.

1. What is your age? _____
2. What is your gender?
 - a. Male
 - b. Female
 - c. Other
3. What is your ethnicity?
 - a. Arab
 - b. White or Caucasian
 - c. Hispanic or Latino
 - d. Black or African American
 - e. Native American or American Indian
 - f. Asian or Pacific Islander
 - g. Other _____
4. Which country do you currently reside in?
 - a. Canada
 - b. United States
5. Do you identify yourself as part of a minority group or other diverse population (based on social, ethnic, sexual orientation, ability, or other characteristic)?
 - a. Yes

- b. No
6. What is the highest degree or level of school you have completed?
- a. Earned doctorate (Ph.D., D.Sc., D.Ed.)
 - b. Masters (MA., M.Sc., M.Ed.)
 - c. Degree in Medicine, Dentistry, Veterinary Medicine, or Optometry
 - d. Bachelor of undergraduate degree, or teacher's college
 - e. Diploma or certificate from community college, CEGEP, or nursing school
 - f. Diploma or certificate from trade, technical, or vocational school, or business college
 - g. Some university
 - h. Some community college, CEGEP or nursing school
 - i. Some trade, technical or vocational school, or business college
 - j. High school diploma
 - k. Some high school
 - l. Elementary school completed
 - m. Some elementary
 - n. No schooling
 - o. Other, _____
7. What type of industry do you work in?
- a. Construction
 - b. Manufacturing
 - c. Services-producing sector

- d. Transportation and warehousing
 - e. Financial, insurance, real estate, and leasing
 - f. Professional, scientific, and technical services
 - g. Business, building, and other support services
 - h. Educational services
 - i. Health care and social assistance
 - j. Information, culture, and recreation
 - k. Accommodation and food services
 - l. Public administration
 - m. Other _____
8. What is your current job title? _____
9. On average, how many hours do you work per week? _____
10. How long have you been employed at your current place of work?
- a. 6 months to 1 year
 - b. 1 to 2 years
 - c. 2 to 3 years
 - d. 3 to 4 years
 - e. 4 to 5 years
 - f. 5 to 10 years
 - g. 10 to 15 years
 - h. 15 to 20 years
 - i. 20 to 25 years

- j. 25 to 30 years
- k. More than 30 years

11. Do you work in a management or supervisory role?

- a. Yes
- b. No

12. What is your marital status?

- a. Single
- b. In a serious relationship
- c. Common law
- d. Married
- e. Separated
- f. Divorced
- g. Widowed

13. How many dependents do you have (i.e., children under 18 or elderly parents under your care)?

- a. 0
- b. 1 to 2
- c. 3 to 4
- d. 5+
- e. Prefer not to say

The Dutch Test for Conflict Handling (DUTCH) – Individual

De Dreu, C. W., Evers, A., Beersma, B., Kluwer, E. S., & Nauta, A. (2001). A theory-based measure of conflict management strategies in the workplace. *Journal of Organizational Behavior*, 22(6), 645-668.

Instructions: Please respond to the following questions regarding your tendency to manage conflict in your organization using the following response options:

Responses Options: 5-Point Likert Scales: never, rarely, sometimes, often, always

Stem: When I have a conflict at work, I do the following:

Yielding

1. I give in to the wishes of the other party.
2. I concur with the other party.
3. I try to accommodate the other party.
4. I adapt to the other parties' goals and interests.

Compromising

5. I try to realize a middle-of-the-road solution.
6. I emphasize that we have to find a compromise solution.
7. I insist we both give in a little.
8. I strive whenever possible towards a fifty-fifty compromise.

Forcing

9. I push my own point of view.

- 10. I search for gains.
- 11. I fight for a good outcome for myself.
- 12. I do everything to win.

Problem Solving

- 13. I examine issues until I find a solution that really satisfies me and the other party.
- 14. I stand for my own and other's goals and interests.
- 15. I examine ideas from both sides to find a mutually optimal solution.
- 16. I work out a solution that serves my own as well as other's interests as good as possible.

Avoiding

- 17. I avoid a confrontation about our differences.
- 18. I avoid differences of opinion as much as possible.
- 19. I try to make differences loom less severe.
- 20. I try to avoid a confrontation with the other.

Adapted Dutch Test for Conflict Handling (DUTCH) – Conflict Climate

Adapted from: De Dreu, C. W., Evers, A., Beersma, B., Kluwer, E. S., & Nauta, A. (2001). A theory-based measure of conflict management strategies in the workplace. *Journal of Organizational Behavior*, 22(6), 645-668.

Gelfand, M. J., Leslie, L. M., Keller, K., & de Dreu, C. (2012). Conflict cultures in organizations: How leaders shape conflict cultures and their organizational-level consequences. *Journal of Applied Psychology*, 97, 1131-1147.

Instructions: Please respond to the following questions regarding your immediate work group's tendency to manage conflict in your organization using the response options:

Responses Options: 5-Point Likert Scales: never, rarely, sometimes, often, always

Stem: In my immediate work group, people...

Yielding

1. ...give in to each others' wishes.
2. ...agree with each other.
3. ...try to accommodate each other.
4. ...adapt to each others' goals and interests.

Compromising

5. ...try to realize a middle-of-the-road solution.
6. ...emphasize that we have to find a compromise solution.
7. ...insist we all give in a little.
8. ...strive whenever possible towards a fifty-fifty compromise.

Forcing

9. ...push their own points of view.
10. ...search for gains only for themselves.
11. ...fight for what they want personally.
12. ...do everything to win for themselves.

Problem Solving

13. ...examine issues until we find a solution that satisfies everyone.
14. ...try to come up with create solutions that incorporate multiple perspectives
15. ...examine ideas from all sides to find a mutually optimal solution.
16. ...work out a solution that serves everyone's interests.

Avoiding

17. ...avoid confrontation about our differences.
18. ...avoid openly discussing conflict.
19. ...are very reluctant to openly talk about conflict.
20. ...discuss conflict in the open.

Perceived Conflict Style Fit

Adapted from: Cable, D. M., & Judge, T. A. (1996). Person–organization fit, job choice decisions, and organizational entry. *Organizational Behavior and Human Decision Processes*, 67(3), 294-311. doi:10.1006/obhd.1996.0081

Instructions: Please answer these questions as best you can in regards to what extent these apply to you.

Responses Options: 5-Point Likert Scales: not at all, slightly, moderately, mostly, and completely

1. To what degree does the way you deal with conflict ‘match’ or ‘fit’ that of your immediate work group?
2. To what degree does the way you deal with conflict prevent you from fitting in with your immediate work group?
3. Do you think the way you deal with conflict reflects that of your immediate work group?

Satisfaction with the Group

Reinig, B., Horowitz, I., & Whittenburg, G. (2011). A Longitudinal Analysis of Satisfaction with Group Work. *Group Decision & Negotiation*, 20, 215-237.

Instructions: Please indicate the extent to which you agree with the following statements concerning your immediate work group.

Responses Options: 5-Point Likert Scales: strongly disagree, disagree, neither agree nor disagree, agree, strongly agree

1. The members make me feel involved in the group.
2. The group atmosphere is comfortable.
3. I feel included in the group.
4. I like my group.
5. We are a closely knit group.

Satisfaction with Group Processes

Green, S. G. & Taber, T. D, (1980) The effects of three social decision schemes on decision group process. *Organizational Behaviour and Human Performance*, 25,97–10.

Instructions: Please use the response options to respond to the following statements in regards the problem solving process in your immediate work group:

Stem: My group's problem solving process is...

1.

Efficient	Somewhat efficient	Neither efficient nor inefficient	Somewhat inefficient	Inefficient
1	2	3	4	5

2.

Coordinated	Somewhat coordinated	Neither coordinated nor uncoordinated	Somewhat uncoordinated	Uncoordinated
1	2	3	4	5

3.

Fair	Somewhat fair	Neither fair nor unfair	Somewhat unfair	Unfair
1	2	3	4	5

4.

Understandable	Somewhat understandable	Neither understandable nor confusing	Somewhat confusing	Confusing
1	2	3	4	5

5.

Satisfying	Somewhat satisfying	Neither satisfying nor dissatisfying	Somewhat dissatisfying	Dissatisfying
1	2	3	4	5

Conflict Efficacy Scale

Adapted from: Personal Efficacy Beliefs Scale

Riggs, M. L., Warka, J., Babasa, B., Betancourt, R., & Hooker, S. (1994). Development and validation of self-efficacy and outcome expectancy scales for job-related applications. *Educational and Psychological Measurement, 54*(3), 793-802.

Instructions: Think about your ability to deal with conflict in your workplace. When answering the following questions, answer in reference to your own personal conflict management skills and ability to manage conflict at work.

Responses Options: 5-Point Likert Scales, strongly disagree, disagree, neither agree nor disagree, agree, strongly agree

1. I have confidence in the ability to manage conflict at work.
2. There are some conflicts at my workplace that I cannot manage well.
3. When my performance is poor, it is due to my lack of ability in managing conflict at work.
4. I doubt my ability to manage conflict at work.
5. I have all the skills needed to manage conflict very well at work.
6. Most people in my workplace can manage conflict better than I can.
7. I am an expert at managing conflict at my work.
8. My future in this job is limited because of my lack of conflict management skills.
9. I am very proud of my conflict management skills and abilities.
10. I feel threatened when others observe me managing conflict at work.

Conflict Resolution Measure

Jehn, K. A. (1995). A multimethod examination of the benefits and detriments of intragroup conflict. *Administrative Science Quarterly*, 40(2), 256-282.

Instructions: Please answer the following questions regarding the extent to which conflict is usually resolved in your immediate work group.

Responses Options: 5-Point Likert Scales, strongly disagree, disagree, neither agree nor disagree, agree, strongly agree

1. Disagreements about the specific work being done are usually resolved in my immediate work group.
2. Emotional conflicts are usually resolved in my immediate work group.
3. Disagreements about who should do what are usually resolved in my immediate work group.

Appendix B: Informed Consent Form

Conflict Management and Attachment Styles: Investigating Individual Profiles and Their Relationships with Relevant Outcomes

SMU REB #2016-300

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INTRODUCTION

Hello! Our names are Alycia Damp and Beth DeCoste, and we are Master of Science students in the Industrial/Organizational Psychology program at Saint Mary's University. As part of our master's theses, we are conducting research under the supervision of Dr. Debra Gilin Oore, a full-time professor in the Psychology department at Saint Mary's University.

You are being invited to participate in this exciting research opportunity! Please note that participation is voluntary and will not affect your course work if you are affiliated with any educational institution, or your current status with your employer.

PURPOSE OF THIS RESEARCH

The purpose of this research is to learn how individual differences affect people's experience of conflict at work. We think that there may be certain characteristics or traits that influence how people engage in conflict. Furthermore, we are looking to understand how these traits and engagement in conflict affect people's performance at work, their overall physical and psychological well-being, and attitudes towards their workplaces. The present research is funded by the Social Sciences and Humanities Research Council of Canada (SSHRC).

WHO IS ELIGIBLE TO TAKE PART? (OR WHO IS BEING INVITED TO PARTICIPATE?)

Who can?

In order to participate you must meet all of the following criteria:

- Be an adult (over the age of 18)
- Currently work full-time
- Have been employed by your current organization for at least six months

WHAT DOES PARTICIPATING MEAN? (OR WHAT WILL I HAVE TO DO?)

In participating in this research, you will be asked to complete an online survey through the Fluid Survey online survey administration platform (Please note: no membership is required to participate). The survey is comprised of 168 brief survey questions. After reviewing the consent, upon agreement you will respond to a short demographic survey where you will be asked to identify personal attributes such as age, gender, ethnicity, job title, tenure, etc. Following this, you will complete a battery of measures ranging from approximately 3-20 items each. The survey is expected to take approximately 40 minutes. Upon completion, you will be provided with a feedback letter advising you of further information about the study as well as potential resources you may require access to.

WHAT ARE THE POTENTIAL BENEFITS OF THIS RESEARCH?

We cannot guarantee or promise that you will receive any personal benefits from this research. However, the results of this study will inform researchers and organizations about effective conflict management behaviors and beneficial attachment styles in the workplace. If we are accurately able to identify ideal conflict management-attachment style profiles and identify outcomes associated with those profiles, future research will be able to identify antecedents of those profiles and, as such, seek to improve employees' conflict resolution effectiveness and well-being in the workplace.

WHAT ARE THE POTENTIAL RISKS FOR PARTICIPANTS?

In participating in this research, there is a foreseeable emotional risk as you are asked to report on information pertaining to your relationships with others, your physical and psychological well-being, as well as information pertaining to your experiences of conflict. Based on the need to reflect on these topics, there is a chance you might feel anger, worry, or stress as you answer the survey.

To reduce any potential emotional risk associated with completing the present survey, our feedback letter at the end of the survey will provide a list of resources you can use to help you deal with any adverse reaction you may have experienced as a result of completing our study.

There is the possibility that there are risks that we do not know about yet. If new information arises during the course of the study, it will be communicated to you so you can reassess your willingness to participate.

Please note that participation in this study is completely voluntary. You are entitled to discontinue participation at any time or to refrain from answering any questions you do not wish to answer

WHAT WILL BE DONE WITH MY INFORMATION? (OR WHO WILL HAVE ACCESS TO IT?)

The survey provider for the research is Fluid Surveys (for more information, see FluidSurveys.com). Data collected via Fluid Surveys will be done with an Ultra account. The account encrypts the survey and data during completion, and the data are password protected. Data are stored on servers in Canada. Access to the survey data will be limited to the researchers. A Fluid Surveys employee may need to access our account in the event of troubleshooting any issues. To ensure confidentiality of your survey responses, please do not provide any identifying information in the survey (e.g., do not include your name, your supervisor's name, and your organization). All data from this study is anonymous and will be stored on password protected computers and will be presented as a group in any publication of this work and no individual participants will be identified. Upon completion of the study, the researcher will email a summary of the overall results to participants if requested.

WHAT TYPE OF COMPENSATION IS AVAILABLE FOR PARTICIPATION?

Participation in this study will not involve any additional costs to you. You are not compensated directly from the researchers. You are compensated for your participation by Cint, the panel company. There is not any partial credit if you only complete some of the survey (although you may withdraw from the survey at any point).

HOW CAN I WITHDRAW FROM THIS STUDY?

Should you wish to participate, please note that participation is completely voluntary and you are free to withdraw from the research study at any time without penalty. You may withdraw simply by exiting out of the survey browser page at any time throughout participation, however, if you choose to withdraw from the study, your partial data will still be included as there is no way for the researchers to identify your unique responses in order to remove them. Please note that if you withdraw from the study you will not be compensated.

HOW CAN I GET MORE INFORMATION? (OR HOW CAN I FIND OUT MORE ABOUT THIS STUDY?)

Should you wish to find out more information about this study, please feel free to contact either of the student investigators, Alycia Damp or Beth DeCoste, or the Supervising Professor, Dr. Debra Gilin Oore at the information provided above. We are available at

any time to discuss with you any questions or concerns you may have about your participation.

If you have any question or concern about the ethical nature of the research, we encourage you to contact the Research Ethics Board at Saint Mary's University using any of the communication methods provided below.

The Saint Mary's University Research Ethics Board has reviewed this research. If you have any questions or concerns about ethical matters or would like to discuss your rights as a research participant, you may contact the Chair of the Research Ethics Board at ethics@smu.ca or 420-5728.

Please keep one copy of this form for your own records.

Appendix C: Feedback Letter

Conflict Management and Attachment Styles: Investigating Individual Profiles and Their Relationships with Relevant Outcomes

SMU REB #2016-300

Alycia Damp, Beth DeCoste, Dr. Debra Gilin Oore
Psychology Department

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Phone # 902-420-5846; Fax # 902-496-8287

Email addresses:

Alycia.Damp@smu.ca, Beth.DeCoste@smu.ca, Debra.Gilin@smu.ca

Dear Participant,

We would like to thank you for your participation in this study!

The purpose of our research is to learn how individual differences affect people's experience of conflict at work. More specifically, we are interested in understanding how preferences for various styles of conflict management and individual attachment styles might influence work-related outcomes, conflict-related outcomes and well-being outcomes. We are also interested in determining how the extent to which you feel your preferences fit with your workplace environment might also influence these outcomes.

Your participation in this research is greatly appreciated.

Please remember that any data pertaining to you as an individual participant will be kept completely anonymous. Once all the data are collected and analyzed for this project, your answers will be reported in grouped (averaged) results, never individually, and we intend to share this grouped-only data with the academic community through conferences, seminars, presentations, and published journal articles.

If you are interested in receiving more information regarding the results of this study, or if you have any questions or concerns, please contact Alycia Damp, Beth Decoste, or Dr. Gilin Oore via the email addresses listed at the top of the page. The study is expected to be completed by September 2016.

In the event of any adverse experience resulting from participating in the present research, please contact the researcher(s). If you do have an adverse experience, you may wish to seek help from your employee assistance program (if you have one) and/or speak to your supervisor. You may also wish to contact a local distress centre helpline, which provide information, counseling, crisis intervention, and referrals (e.g., Halifax Crisis line; 902

446 6589, Distress Centre Calgary, 403-229-4357; Toronto Distress Centre, 416-408-4).

As with all Saint Mary's University projects involving human participants, this project was reviewed by the Saint Mary's University Research Ethics Board. Should you have any comments or concerns about ethical matters or would like to discuss your rights as a research participant, please contact Dr. Jim Cameron, the Chair of the Research Ethics Board, at 902-420-5728 or ethics@smu.ca.

Appendix D

MANOVA Tables by Sample

Scheffe's Post Hoc Test Results for Fit-related Outcomes Broken Down by Sample

Dependent Variable	Profile Pairs	Sample 1			Sample 2		
		Mean Difference	Standard Error	Sig. Value	Mean Difference	Standard Error	Sig. Value
Perceived Fit	1 2	-0.799	.129	.000	-.397	.131	.169
		-0.183	.148	.956	-.136	.159	.994
		-.959	.109	.000	-.688	.101	.000
		-1.706	.290	.000	-.849	.258	.098
		-1.789	.270	.000	-1.036	.245	.008
		-2.097	.208	.000	-1.484	.177	.000
		.615	.150	.011	.260	.175	.899
	2 3	-0.160	.112	.914	-.291	.125	.492
		-.907	.291	.141	-.452	.268	.828
		-.991	.272	.042	-.640	.256	.397
		-1.298	.209	.000	-1.087	.192	.000
	3 4	-.776	.133	.000	-.552	.154	.050
		-1.523	.299	.000	-.713	.283	.390
		-1.606	.281	.000	-.900	.271	.091
		-1.914	.221	.000	-1.347	.212	.000
	4 5	-.747	.283	.325	-.161	.255	.999
		-.831	.263	.129	-.348	.242	.912
		-1.138	.197	.000	-.796	.173	.002
	5 6	-.083	.376	1.000	-.188	.339	.999
		-.391	.333	.967	-.635	.294	.588
	6 7	-.308	.317	.987	-.447	.282	.866
Group Satisfaction	1 2	-.678	.117	.000	-.620	.113	.000
		-.642	.134	.001	-.020	.137	1.000
		-.874	.099	.000	-.945	.087	.000
		-1.184	.262	.003	-1.239	.222	.000
		-1.532	.245	.000	-.986	.210	.002
		-1.656	.188	.000	-1.432	.152	.000
		.036	.136	1.000	.560	.151	.016
	2 3	-.196	.101	.709	-.325	.107	.170
		-.506	.263	.718	-.619	.231	.305
		-.854	.246	.064	-.366	.220	.835
		-.978	.189	.000	-.813	.165	.001
	3 4	-.232	.120	.715	-.925	.132	.000
		-.542	.271	.677	-1.219	.243	.000
		-.890	.254	.061	-.966	.232	.010
		-1.014	.200	.000	-1.412	.182	.000
	4 5	-.310	.256	.961	-.294	.219	.936

		6	-.658	.238	.269	-.041	.208	1.000	
		7	-.782	.179	.005	-.488	.149	.100	
	5	6	-.348	.340	.984	.253	.291	.993	
		7	-.472	.302	.874	-.193	.252	.997	
	6	7	-.124	.287	1.000	-.446	.242	.758	
Process Satisfaction	1	2	-.804	.140	.000	-.602	.136	.004	
		3	-.144	.160	.992	-.150	.165	.991	
		4	-1.192	.118	.000	-.987	.105	.000	
		5	-1.610	.315	.000	-1.398	.268	.000	
		6	-1.650	.294	.000	-1.182	.254	.002	
		7	-1.624	.225	.000	-1.409	.184	.000	
		2	3	.660	.163	.013	.451	.182	.407
			4	-.388	.121	.119	-.385	.130	.189
			5	-.805	.316	.372	-.797	.278	.228
			6	-.846	.295	.226	-.580	.265	.572
			7	-.819	.227	.046	-.807	.199	.013
		3	4	-1.048	.144	.000	-.836	.160	.000
			5	-1.465	.325	.003	-1.248	.294	.007
			6	-1.506	.305	.001	-1.031	.281	.039
			7	-1.479	.240	.000	-1.259	.220	.000
		4	5	-.418	.307	.932	-.412	.264	.876
			6	-.458	.285	.859	-.195	.250	.996
			7	-.432	.214	.669	-.422	.179	.478
		5	6	-.040	.408	1.000	.217	.351	.999
			7	-.014	.362	1.000	-.011	.305	1.000
		6	7	.026	.344	1.000	-.227	.293	.996

Note: Profile 1 = Low Engagers in an Assertive Climate ($n = 143$), Profile 2 = Low Engagers in a Prosocial Climate ($n = 96$), Profile 3 = Dual Concern Cooperators in an Assertive Climate ($n = 60$), Profile 4 = Dual Concern Cooperators in a Prosocial Climate ($n = 233$), Profile 5 = Dual Concern Cooperators in Active Cooperative Climate ($n = 14$), Profile 6 = High Engagers in a Prosocial Climate ($n = 16$), Profile 7 = High Engagers in an Active Cooperative Climate ($n = 33$).

Scheffe's Post Hoc Test Results for Conflict-related Outcomes Broken Down by Sample

Dependent Variable	Profile Pairs	Sample 1			Sample 2			
		Mean Difference	Standard Error	Sig. Value	Mean Difference	Standard Error	Sig. Value	
Conflict	1 2	-.139	.112	.957	-.236	.109	.591	
	Efficacy	3	-.551	.126	.005	-.158	.133	.965
		4	-.550	.094	.000	-.554	.085	.000
		5	-.706	.251	.248	-.706	.216	.103
		6	-.570	.234	.432	-.696	.205	.076
		7	.013	.179	1.000	-.089	.152	.999
	2 3	-.412	.129	.123	.078	.147	1.000	
	4	-.411	.098	.009	-.318	.105	.168	

CONFLICT STYLE FIT

		5	-.567	.252	.539	-.470	.225	.626	
		6	-.431	.236	.763	-.460	.214	.593	
		7	.152	.182	.994	.147	.164	.992	
	3	4	.001	.114	1.000	-.396	.129	.157	
		5	-.155	.259	.999	-.548	.237	.502	
		6	-.019	.243	1.000	-.538	.227	.467	
		7	.565	.191	.191	.069	.180	1.000	
	4	5	-.156	.245	.999	-.152	.214	.998	
		6	-.020	.228	1.000	-.142	.202	.998	
		7	.564	.171	.097	.465	.148	.137	
	5	6	.136	.325	1.000	.010	.283	1.000	
		7	.719	.289	.402	.617	.248	.405	
	6	7	.584	.274	.605	.607	.238	.373	
Conflict Resolution	1	2	-.649	.131	.001	-.486	.118	.011	
		3	-.384	.147	.343	-.078	.143	.999	
		4	-.767	.110	.000	-.612	.091	.000	
		5	-1.234	.292	.008	-.927	.232	.016	
		6	-1.369	.273	.000	-1.015	.220	.002	
		7	-1.742	.209	.000	-1.255	.163	.000	
		2	3	.265	.151	.799	.407	.158	.357
			4	-.118	.115	.983	-.126	.113	.974
			5	-.585	.294	.683	-.441	.242	.766
			6	-.720	.275	.337	-.529	.230	.510
			7	-1.094	.212	.000	-.770	.176	.005
		3	4	-.383	.133	.221	-.534	.139	.025
			5	-.850	.302	.248	-.848	.255	.090
			6	-.985	.283	.063	-.936	.244	.025
			7	-1.358	.222	.000	-1.177	.194	.000
		4	5	-.466	.285	.848	-.314	.230	.931
			6	-.601	.265	.528	-.402	.218	.755
			7	-.975	.199	.001	-.643	.160	.014
		5	6	-.135	.379	1.000	-.088	.305	1.000
			7	-.509	.336	.891	-.329	.267	.958
		6	7	-.374	.320	.967	-.241	.256	.990

Note: Profile 1 = Low Engagers in an Assertive Climate ($n = 143$), Profile 2 = Low Engagers in a Prosocial Climate ($n = 96$), Profile 3 = Dual Concern Cooperators in an Assertive Climate ($n = 60$), Profile 4 = Dual Concern Cooperators in a Prosocial Climate ($n = 233$), Profile 5 = Dual Concern Cooperators in Active Cooperative Climate ($n = 14$), Profile 6 = High Engagers in a Prosocial Climate ($n = 16$), Profile 7 = High Engagers in an Active Cooperative Climate ($n = 33$).