

A Latent Profile Analysis of Individual Conflict Styles, Attachment Styles, and
Adaptability:

Identification of latent profiles and investigation of the implications at work

By
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Abstract

The goal of the current research was to use a person-centered approach to identify unique combinations of conflict styles, attachment styles, and adaptability, and to determine how these unique profiles relate to job, well-being and conflict-related outcomes at work. Using latent profile analysis, five unique profiles were obtained: ‘well-adjusted collaborative interactors,’ ‘sensitive adaptive interactors,’ ‘inflexible withdrawn interactors,’ ‘passive interactors,’ and ‘evolved avoidant interactors.’ These profiles were significantly discriminated on two composites, ‘problematic interactions’ and ‘work efficacy.’ The ‘well-adjusted collaborative interactors,’ who were both secure and adaptive had the most beneficial profile characterized by high ‘work efficacy’ and low ‘problematic interactions.’ The ‘passive interactors,’ who were equally avoidant and anxious, and non-adaptive had the least favorable outcomes. Groups who frequently used the compromising and problem-solving conflict styles (i.e. ‘well-adjusted collaborative interactors’ and ‘evolved avoidant interactors’) demonstrated more favorable outcomes. Implications of the study for-enhancing conflict management at work are discussed.

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A Latent Profile Analysis of Individual Conflict Styles,
Attachment Styles, and Adaptability: Identification of latent profiles
and investigation of the implications at work

Much of the work that is done today takes place in a highly social and collaborative working environment, and the social climate of one's workplace represents an important contributor to an employee's overall health and well-being (Repetti, 1987). The quality of one's social relationships can be largely affected by intra-personal factors, such as attachment styles and conflict styles (Friedman, Tidd, Currall, & Tsai, 2000; Leiter, Day, & Price, 2015). Attachment styles represents a trait that dictates how one relates to and bonds with others, as well as their expectations and beliefs about themselves and others (Harms, 2011). Conflict styles tend to be more state based as opposed to representing an inherent trait, and represent the ways one responds to and behaves during conflict.

In addition to conflict and attachment styles, a trait that also may be important to consider in understanding social relations in the workplace is adaptability, which can be defined as one's relatively stable capacity and motivation to cope with and respond to a rapidly changing environment (Chan, 2014). Adaptability may be relevant to consider in the context of attachment styles and conflict styles because certain attachment styles may predispose individuals to be more or less adaptive (Richards & Schat, 2011). More specifically, interpersonal adaptability, which speaks to one's ability to recognize and be considerate of other people's point of view (Pulakos, Arad, Donovan, & Plamondon, 2000), may allow individuals to be flexible in their response to conflict and allow them to alter their conflict style depending on what is appropriate for a presenting situation. A

more flexible approach to conflict such as this can be beneficial for dealing with conflict effectively (Coleman, Kugler, Bui-Wrzosinska, Nowak, & Vallacher, 2012).

Given the influence of social relationships at work, as well as the importance of attachment and conflict styles in shaping social relationships, studying these concepts in a unified way within the context of work fills an important gap in the research, as there is currently no known research investigating these concepts concurrently within the context of the workplace. By understanding the nature of how attachment styles, conflict styles, and interpersonal adaptability co-exist on an individual level, we can begin to better understand the qualities and inherent tendencies that individuals bring with them to their relationships in the workplace.

A novel aspect of this research is the use of a person centered statistical approach, latent profile analysis. In using this technique, this research will be able to identify naturally occurring groups of individuals who share similar combinations of these traits. This analysis will contribute to an understanding of how these traits manifest conjointly within people.

The goal of this study is to identify combinations of conflict styles, attachment styles, and interpersonal adaptability using latent profile analysis, and to determine how these profiles relate to job, well-being, and conflict-related outcomes at work. This research moves beyond studying the impact of micro-traits on an individual level, and considers the workplace implications of different but pervasive combinations of personal traits and tendencies. Examining whether there are broader types of individuals made up of these inherent characteristics will help to understand how these groups of traits impact individual performance and well-being, as well as the conflict culture of the workplace.

Furthermore, knowledge of these sub-groups may help to enhance the efficacy of conflict resolution techniques and promote relational conflict management that can yield workplace relationships of higher quality. This research will also further contribute to gaining a deeper understanding of the implications of attachment theory in the workplace.

Attachment Theory

Attachment theory represents a psychological model that intends to explain the intricacies and development of interpersonal relationships. Specifically, attachment theory explains the dynamics of emotional and physical proximity-seeking behaviours (Waters, Corcoran, & Anafarta, 2005), as well as how individuals perceive, react to, and cope with stressors that occur within interpersonal relationships (Leiter et al., 2015). In explaining these patterns of interactions, attachment theory defines a framework of attachment styles. An attachment style can be formally defined as systematic pattern of relational expectations, emotions, and behaviours that result from internalization of a particular history of attachment experiences (Fraley & Shaver, 2000; Shaver & Mikulincer, 2002). There are two categories of attachment; secure and insecure, with insecure attachment being further separated into anxious attachment, and avoidant attachment (Harms, 2011).

Individuals who are securely attached tend to view themselves and others positively and as trustworthy (Hazan & Shaver, 1987). Secure attachment tends to lead to greater relationship security, resiliency, and ability to manage adversity and stress because these individuals often draw upon both internal coping resources and external support from others during times of stress (Richards & Schat, 2011; Mikulincer & Shaver, 2005). Secure individuals report being more secure in terms of their expectations

of others, as well as being more willing to be intimate with others and offer support when needed (Harms, 2011).

Attachment avoidance is characterized by a desire to maintain behavioural independence from others due to a persistent distrust of others (Leiter et al., 2015). Avoidant individuals tend to have a negative view of others and strive to maintain emotional distance (Richards & Schat, 2011), which leads to withdrawal type relational strategies, such as denying the importance of relationships and avoiding emotional intimacy (Richards & Schat, 2011).

Anxiously attached individuals tend to view themselves negatively, which can contribute to an over-dependence on others, a preoccupation with relationships, and a persistent worry that others will not be available when needed (Mikulincer & Shaver, 2005). In addition, anxious individuals are hypersensitive to social and emotional cues from others (Richards & Schat, 2011), which is evident in their consistent monitoring of their relationships and social environments for information that confirms their beliefs that others will not be responsive or available in times of need (Mikulincer & Florian, 1995).

Although attachment theory is a concept typically applied to romantic relationships and child-hood development, it is generally accepted that attachment theory is relevant to all of one's relationships regardless of the context (Pistole, 1989), and therefore, should be considered an important aspect of social relationships at work.

Attachment Styles in the Workplace

According to Leiter et al. (2015), individual attachment styles influence the quality of adult relationships because attachment styles dictate how invested one becomes

in their relationships. Attachment styles are applicable to relationships in the workplace, such as those between coworkers, because co-workers or leaders represent attachment figures with whom attachment bonds can be formed (Harms, 2011). Therefore, attachment styles must also be considered an important aspect of understanding social relationships in the workplace. However, there is currently little research considering attachment styles in the context of the workplace (Harms, 2011).

The consequences of attachment styles, such as persistent mistrust (Leiter et al., 2015) and hypersensitivity to social and emotional cues (Richards & Schat, 2011), can have negative implications in the workplace, such as influencing co-workers ability to work cooperatively with one another and promoting a social climate of support. In addition, workplace relationships significantly impact individual health and well-being by way of impacting and individuals experience of stress (Dana & Griffin, 1999; Leiter, et al., 2015). Healthy relationships in the workplace can decrease negative outcomes such as stress caused by workplace hardships, whereas unhealthy social relationships can exacerbate these effects (Danna & Griffin, 1999).

When it comes to the manifestation of attachment styles in the workplace, previous research has shown that anxiously attached individuals report low levels of job satisfaction, possess anxiety about their workplace relationships and job performance, often feel misunderstood and under-appreciated at work, and have a tendency to expect to be undervalued by others in terms of job performance (Harms, 2011). Avoidant individuals tend to give themselves lower job performance ratings and report more conflict with co-workers (Richards & Schat, 2011). Attachment avoidance also is associated with lower levels of organizational commitment and pro-social behaviours, as

well as greater intention to quit (Richards & Schat, 2011). Conversely, at work, securely attached individuals have higher levels of overall work satisfaction, are more confident that others will evaluate them favorably, and have greater physical and psychological health (Harms, 2011; Richards & Schat, 2011). Securely attached individuals also tend to have more trust in their co-workers, and are more likely to attempt to communicate with co-workers to solve relational problems (Harms, 2011).

Evidently, the various attachment styles can be distinctly associated with different consequences for important work relevant outcomes. However, because conflict represents an integral factor in determining the success and quality of a relationship, understanding how attachment styles interact with certain conflict styles will be integral to understanding individual and group level behaviour within close relationships at work.

Conflict Styles

Within the context of interpersonal relationships, conflict is both inevitable and integral because conflict can be both a challenging and rewarding aspect of a relationship. On an individual level, people perceive and respond to conflict using various strategies. These strategies are known as conflict management styles and refer to the patterns one elicits in response to conflict based on the repeated use of certain conflict resolution tactics (Corcoran & Mallinckrodt, 2000). Although individuals may develop a propensity to gravitate towards one style, conflict styles represent strategies that can change across situations, as individual conflict style use can fluctuate across states of conflict (Coleman & Kugler, 2014).

Conflict management styles are often conceptualized using a dual concern model (Pruitt & Rubin, 1986), where one's levels of concern for the self-versus one's concern for others are thought to determine a preferred conflict management style and subsequent response to conflict (Coleman et al., 2012; Friedman et al., 2000; Rahim & Bonoma, 1979). These dimensions of concern for self and others form the basis for the five conflict management styles; problem solving, avoiding, forcing, yielding, and compromising (Euwema & Van de Vliert, 1990), each reflecting a combination of varying degrees of both concern for self and concern for others. Based on the dual concern model (Pruitt & Rubin, 1986), high concern for both self and others is characteristic of the problem solving conflict style; low concern for both self and others lends itself to the avoiding conflict style; high concern for self and low concern for others is characteristic of the forcing conflict style; low concern for self and high concern for others is characteristics of the yielding conflict style; and moderate concern for both self and others is characteristic of the compromising conflict style ((De Dreu, Evers, Beersma, Kluwer, & Nauta, 2001). When the yielding style is used, people tend to put their own goals aside to satisfy others (De Dreu, et al., 2001). With the avoidant conflict style, people do not pursue either their own interests or that of the other person (De Dreu, et al., 2001). When the problem solving style is used, individuals tend to work with the other person to find a solution that maximally satisfies both parties' gains in terms of their needs/interests (De Dreu, et al., 2001). When the forcing style is used, people advance their own needs at the expense of others (De Dreu, et al., 2001). When the compromising style is used, people tend to find a mutually acceptable solution, but not necessarily a solution that maximizes both sides' outcomes (De Dreu, et al., 2001).

Friedman et al. (2000) found that the conflict management strategy one uses to address a conflict influences the quality of and satisfaction with conflict resolution, which in turn impacts the amount and magnitude of conflict individuals experience in the future. Furthermore, Friedman et al., (2000) suggested that individuals, through mechanisms such as conflict styles, shape their own social environment and work life. Therefore, through the composition of the work group in terms of attachment and conflict styles, employees together affect the type and degree of conflict in the workplace, as well as the productivity and performance. Understanding the ways that attachment and conflict styles co-occur will yield insight into how certain sub-groups affect a work environment on an individual and group level.

In 1983, Rahim proposed that individuals tended to be consistent in their preference for a certain conflict style, using the same conflict style across similar settings and circumstances. However, more recent research by Coleman & Kugler (2014) suggest that individuals can vary in their use of conflict management styles based on their ability to adapt to a given situation, a conflict orientation that is considered to be the most effective orientation towards conflict management. Although conflict styles and attachment styles are highly influential in determining relational quality and quantity in life and in the workplace, an additional trait that may influence this relationship is interpersonal adaptability, which may predispose individuals to better identify the most effective strategies for managing interpersonal conflicts (Coleman & Kugler, 2014).

Interpersonal Adaptability

According to the relevant literature, general adaptability is a trait that can be defined as one's capacity and motivation to cope with and respond to a rapidly changing environment (Chan, 2014; Ployhart & Bliese, 2006; Shoss et al., 2012). Based on this definition, adaptability may be an important ingredient in the context of workplace conflict. Those who are adaptable may be better able to navigate the demands of varying conflict experiences leading them to use more appropriate tactics in a given scenario or with a given individual. In addition, overall adaptability is also linked to better overall well-being (Avey, Luthans, Smith, & Palmer, 2010), and reduced feelings of stress (Pulakos et al., 2000). A more specific dimension of adaptability that may be particularly relevant to conflict is interpersonal adaptability, which speaks to one's ability to recognize and be considerate of other people's point of view (Pulakos, Arad, Donovan, & Plamondon, 2000). Interpersonal adaptability may be particularly applicable to conflict and interpersonal relationships at work because it is associated with behaviors such as being flexible in interacting with others and working with others more effectively (Pulakos et al., 2000), behaviors which may enhance the quality of interpersonal interactions.

Interpersonal adaptability is an important construct to consider within the context of conflict due to past research that suggests that it can be problematic when one's conflict style becomes fixed or is inappropriate for a conflict situation (Coleman et al., 2012). Therefore, the ability to adapt to the demands of a given conflict situation may represent the most useful conflict orientation (Deutsch, Coleman, & Marcus, 2011). Interpersonally adaptive individuals may be more likely to vary their response to conflict

more effectively based on the specific demands of a given conflict situation. Given that interpersonal adaptability may act as a precursor to effective navigation of conflict in the workplace, understanding how this trait relates to broader intrapersonal factors such as conflict style use and attachment orientation will help to identify the influence of interpersonal adaptability in creating successful relationships in the workplace.

Inter-relatedness of Conflict Styles, Attachment Styles and Adaptability

Conflict styles and attachment styles are both inherently interpersonally-based and although independent from one another in theory, both influence and shape interpersonal relationships. Conflict styles represent a state-based mechanism that may influence one's moment-to-moment interactions with others. Attachment styles are inherent traits that impact people's broader perceptions of relationships and others across time and contexts. The primary reason these constructs are related relies on the fact that attachment styles predispose individuals to interpret, analyze, and react to conflict and other relational stressors in specific ways (Pietromonaco, Greenwood, & Barrett, 2004). Therefore, attachment styles may cause people to respond to conflict differently and predispose the habitual use of a certain conflict style.

Although conflict styles and attachment styles may be related, they differ in their respective degrees of stability. Attachment styles represent a trait developed in early childhood, and tend to be relatively stable throughout one's lifespan and across relationship contexts (Fraley, 2002; Hazan & Shaver, 1990). Attachment styles may be more ingrained in a person's identity given their static tendency, whereas one's use of conflict styles may be more malleable in that one could alter their use of conflict styles based on their varying states and conflict situations.

Conversely, conflict styles are more fluid in that one can have the ability to adopt the use of multiple conflict styles depending on the demands of a given situation or relationship (Coleman & Kugler, 2014), with individual conflict styles representing a factor that can be changed over time. Conflict styles can be altered or influenced by a number of factors above and beyond what might be dictated by attachment, as past research has suggested that patterns of conflict style use is related to personality factors (Antonioni, 1998), and is influenced by the environment in which the conflict takes place (Coleman & Kugler, 2014). Furthermore, individual patterns of conflict style use can also be altered through training (Shell, 2001).

Previous research on attachment styles and conflict styles suggests that relationship context may also represent an important factor that influences the manifestation of these constructs. In past research, patterns of attachment and conflict styles that have been established in the context of romantic relationships were not substantiated when investigating friendships (Bippus & Rollin, 2003). These findings suggest that established patterns of the interactions of attachment and conflict styles may not hold true in other varying contexts, including the workplace. When considering workplace attachment orientation and conflict styles, the working environment also may present a unique factor in the manifestation of these two variables. At work, the professional interpersonal expectations that exist may limit people from responding to conflict in ways consistent with their attachment orientations because some conflict strategies may not be appropriate for a given situation at work. In past research, Corcoran & Mallinckrodt (2000) found a relationship between attachment styles and conflict styles

in the context of parents-child relationships. However, the patterns that emerge in terms of how these constructs manifest in the workplace is largely unknown.

In addition to what relationship contexts contribute to patterns of conflict style use, interpersonal adaptability also be an important ingredient to consider. Interpersonal adaptability may speak to one's ability to alter their response to conflicts based on a recognition of others' intentions and perspectives, beyond what is dictated by attachment styles and patterns of conflict style use. Together, the constructs of attachment style, patterns of conflict style use, and interpersonal adaptability represent three unique constructs that contribute differentially to individual effectiveness in interpersonal relationships. In theory, one's attachment style may cause an individual to be inclined to predominantly use a certain conflict style more frequently than others. However, one's level of interpersonal adaptability may dictate the degree to which they can flexible in their interactions and behave or react outside of the parameters dictated by their attachment style when necessary, such as during conflict. Therefore, although attachment represents an inherent trait, interpersonal adaptability may speak to an additional trait that may allow people to break the mold of their respective attachment styles and enable them to move flexibly between the various conflict styles, allowing them to approach conflict more effectively and flexibly. Furthermore, given that interpersonal adaptability relates to one's motivation to respond to and be considerate of other peoples' point of view, interpersonal adaptability may also predispose individuals to be more motivated to learn and adopt varying conflict styles over time in order to be more responsive to others.

By investigating these constructs simultaneously using a person-centered approach, we can identify distinct, naturally occurring groups who may demonstrate

important differences in the quality of their interactions and outcomes at work due to their unique combinations of attachment style, degree of interpersonal adaptability, and pattern of conflict style use. By identifying these groups, we can understand profiles of individuals that are greater than the sum of their parts and gain a deeper and more holistic understanding of how these groups contribute to the workplace. Varying combinations of these factors might present groups of individuals who are more or less successful in their relationships despite what their attachment orientation, for example, might predict. By understanding how these trait and state based factors naturally occur and create distinct groups, we can begin to understand patterns of interpersonal success, individual health and well-being, and work efficacy. Having a broader understanding of the natural groups that exist may lead to more tailored interventions or management processes in the workplace, particularly when faced with conflict.

Research Questions & Hypotheses

When it comes to the work environment, people bring individual experiences and perceptions, tendencies, and abilities that they have developed over the course of their lives. These inherent biases impact the quality of their relationships with their co-workers (Geller & Bamburger, 2009; Harms, 2011; Richards & Schat, 2007), the way people experience and cope with stress (Friedman, et al., 2000; Lopez, Melendez, Sauer, Berger, & Wyssmann, 1998; Spector & Jex, 1998), and the overall emotions they feel towards their job (Danna & Griffin, 1999).

The goal of this study is to gain insight into broader types, or profiles, of individuals based on patterns of conflict style use, attachment styles, and interpersonal

adaptability, all of which impact how we relate to others and exist in social environments such as the workplace. This research also will explore the implications of the identified profiles for work- and conflict-related outcomes to better understand how these factors impact one's work relationships, performance, and well-being.

In identifying any existing profiles, an inductive, person-centered approach will be used to examine whether there are distinct typologies of individuals comprised of the various attachment styles, patterns of conflict style use, and degrees of interpersonal adaptability.

Research Question 1: Are there distinct profiles comprised of varying patterns of conflict style use, attachment styles, and degrees of interpersonal adaptability?

Existing research suggests that attachment styles remain throughout the lifespan and across contexts, and are often the driving force behind one's perceptions of and behaviours towards others, notably during times of conflict (Fraley, 2002; Hazan & Shaver, 1990). Given this information, it is expected that the profiles that emerge will be distinguished by the varying degrees of secure and insecure attachment. A hypothetical taxonomy of possible profiles to be expected can be viewed below in Table 1.

Although Table 1 illustrates a pragmatic expectation for possible patterns of results, it is possible that these a-priori expectations may not be supported because this research is largely exploratory. There is currently no existing research that addresses how the three variables of interest (i.e. conflict styles, attachment styles, and adaptability) will co-vary when considered simultaneously. However, existing research can be used to inform expectations regarding bivariate relationships among patterns of conflict style use,

attachment styles, and interpersonal adaptability that may speak to some of the profiles that may emerge.

Based on previous research (Levy & Davis, 1988), securely attached individuals tend to be characterized as having both concern for others and concern for self, both representing important dimensions of the collaborating and compromising conflict style. Therefore, it is expected that securely attached individuals will report greater use of the collaborating and compromising conflict styles.

Hypothesis 1: Securely attached individuals report greater use of the problem solving and compromising conflict styles, than of the forcing, avoiding, and yielding conflict styles.

Securely attached individuals are also better able to manage their emotions and are more inclined to adopt cooperative conflict strategies (Corcoran & Mallinckrodt, 2000; Levy & Davis, 1988; Mikulincer & Shaver, 2005; Richards & Schat, 2011), a tendency that in times of conflict may allow them to better analyze a given conflict scenario and react in a manner consistent with the situation. Securely attached individuals also tend to adopt conflict styles that are most appropriate based on their counterpart and the conflict situation they are facing (Corcoran & Mallinckrodt, 2000). Based on this flexibility, it is expected that securely attached individuals will report greater interpersonal adaptability than those of other attachment orientations.

Hypothesis 2: More securely attached individuals are higher on interpersonal adaptability than are anxious or avoidant individuals.

Table 1

Hypothetical Profiles

Hypothetical Profile	Attachment Style	Conflict Style	Interpersonal Adaptability
Profile 1	Secure	Problem Solving	High interpersonal adaptability
Profile 2	Secure	Compromising	Moderate interpersonal adaptability
Profile 3	Anxious	Yielding	Low interpersonal adaptability
Profile 4	Anxious	Forcing	Low interpersonal adaptability
Profile 5	Anxious	Avoiding	Low interpersonal adaptability
Profile 6	Avoidant	Yielding	Low interpersonal adaptability
Profile 7	Avoidant	Forcing	Low interpersonal adaptability
Profile 8	Avoidant	Avoiding	Low interpersonal adaptability

Note: Please see Gabriel, Daniels, Diefendorff, & Greguras, (2015) for published used of a hypothetical profile table.

Anxiously attached individuals are often overly preoccupied with their relationships and are highly dependent on others (Mikulincer & Shaver, 2005), which may lead them to accommodate in times of conflict in order to maintain/achieve being viewed favorably by others and to avoid abandonment. Anxiously attached individuals are also known to use problematic conflict resolution tactics and can be hostile during times of conflict (Corcoran & Mallinckrodt, 2000), both of which suggest a dominating approach to conflict. Furthermore, anxiously attached individuals are more reluctant to be involved in conflict due to fear of rejection and abandonment that may result from conflict (Corcoran & Mallinckrodt, 2000). Based on this information, it is expected that

anxiously attached individuals will report greater use of the yielding, forcing, and avoiding conflict styles.

Hypothesis 3: Anxiously attached individuals report greater use of the yielding, forcing, and avoiding conflict styles, than of the compromising and problem solving conflict styles.

Anxiously attached individuals are less able to regulate their emotions and are more prone to strong, negative reactions (Mikiluncer & Shaver, 2005), which may render them unable to alter their conflict style in some scenarios based on the demands of the situation. Therefore, anxiously attached individuals will present with lower interpersonal adaptability.

Hypothesis 4a: Individuals higher in anxious attachment are lower on interpersonal adaptability than are securely attached individuals

Hypothesis 4b: Individuals higher in anxious attachment are higher on interpersonal adaptability than are avoidantly attached individuals.

Avoidantly attached individuals are characterized by a tendency to deny the importance of relationships and avoid closeness and emotional intimacy with others as a means of maintaining psychological distance (Leiter et al., 2015; Richards & Schat, 2011). Based on these tendencies, it is likely that these individuals also use the avoiding conflict style as a means of maintaining distance from, and investment in relationships. In addition, adopting the dominating conflict style also may serve the interests of an avoidant individual by deterring others from interacting with them in the future because of the negative consideration given to the other parties' interests. Conversely, avoidantly attached individuals may use the accommodating style as a 'quick fix' to avoid the

onerous relationship effort required when using tactics such as the problem solving or compromising conflict styles. Based on this information, it is expected that avoidant individuals will be more inclined to use the avoidant, yielding, and forcing conflict styles in an effort to remain unattached and distant from others.

Hypothesis 5: Avoidantly attached individuals report greater use of the avoiding, forcing, and yielding conflict styles, than of the compromising and problem solving conflict styles.

With regard to interpersonal adaptability, adapting one's conflict style to the situation or person may not serve the interests of avoidant individuals because doing so may suggest more concern for others than is advantageous in meeting their need to maintain distance (Richards & Schat, 2011), whereas utilizing a forcing, yielding or avoiding conflict style consistently would ensure minimal psychological investment. Additionally, avoidantly attached individuals tend to be less likely to consider the perspective of others (Corcoran & Mallinckrodt, 2000), which may render them unable to determine which conflict style is most appropriate for the situation. Therefore, avoidant individuals will report lower levels of interpersonal adaptability.

Hypothesis 6: Individuals higher on attachment avoidance are lower on interpersonal adaptability than both secure and anxiously attached individuals.

Previous research has established that attachment styles, conflict style use, and interpersonal adaptability have varying effects on aspects of an employees' work life. These constructs have been shown to impact employee as job performance, the type, magnitude, and amount of conflict one experiences, the experience of strain, and the overall emotions one feels toward their job (Geller & Bamburger, 2009; Harms, 2011; Pulakos et al., 2000;

Richards & Schat, 2007). Therefore, it is expected that the identified profiles will differ on both job and conflict related outcomes.

Hypothesis 7: Job-related outcomes (i.e. job performance, psychological strain, and affect) predict profile membership.

Hypothesis 8: Conflict involvement characteristics (i.e. task conflict, relational conflict, conflict frequency, intensity, and resolution) predict profile membership.

Method

Participants

The sample of participants consisted of 304 individuals (49.5% women and 50.5% men), with a mean age of 38.8. Seventy nine percent of the sample identified as white or Caucasian, and 46.9% reported residing in Canada where as 52.1% reported residing in the United States. The average number of hours worked per week was 40.32 and participants reported an average organizational tenure of 5.2 years, with a minimum of six-month organizational tenure based on inclusion criteria. Professional, scientific, and technical services was the most frequently reported industry (13.9%) followed by health care and social assistance (10.5%), and educational services (10.1%). With regard to status within the organization, 51.8% of participants reported working in a supervisory role. When asked if they had experienced a conflict in their current workplace within the past six months, 67.6% of participants reported they had experienced a conflict at work within the last six months. Of the sample, 51.5% of participants reported being married, followed by 24.6% reporting being single and 11% reporting being in a serious relationship. Of the sample, 46% of participants reported having no dependents (e.g.

children under the age of 18 or elderly citizens under their care), and 44.7% of respondents reported having 1-2 dependents.

Procedure

Participants for the study were recruited and compensated through the data management panel, Cint, a multinational company who specializes in large-scale data collection. Participants were contacted by Cint via e-mail advertisement to advise them of the opportunity to participate in the research. For those who wished to participate, the e-mail contained a direct link to the online survey providing them access to the questionnaire. The survey was built and hosted through the online Fluid Surveys platform, and the link to this survey was distributed to potential participants within the existing participant panel managed by Cint. For individuals who chose to participate, they opened the survey link via the recruitment e-mail, which directed them to the fluid survey website that contained the survey for the current study. They were then asked to review the study consent form and if they wished to continue, they were asked to indicate their informed consent by checking a box at the bottom of the page which was located immediately above the 'next' button that would allow them to proceed to the survey. Upon consenting, the survey commenced. In ensuring participants met the inclusion criteria (i.e. 18 years of age or older, minimum six-month organizational tenure, and full-time employment), screening questions were asked as the first three questions of the survey. If participants failed to meet the criteria based on their responses to these questions (e.g. answering no to being 18 years of age or older), they were terminated from the survey. Those who were deemed eligible using the screening items continued on

through the survey responding to multiple measures pertaining to their workplace attachment styles, conflict management styles, adaptability, job-related affect, and strain, as well as self-rated conflict frequency, intensity, and resolution, job performance, and task and relational conflict. In order to counterbalance any possible order effects, the presentation of the measures was randomized for each participant. After responding to all of the survey items, participants were asked to submit their responses by clicking the 'submit' option at the end of the survey. After their submission, participants were thanked for their participation and presented with a debriefing form that contained further information about the project, as well as contact information for the researchers and Saint Mary's University Research Ethics Board.

Compensation for participation in this research was controlled exclusively by Cint based on their agreements with their panel participants. Participants were compensated accordingly for their participation based on the points and rewards system followed by Cint.

Measures

The survey consisted of 168 items in addition to a short demographics questionnaire used to gain insight into the gender, age, individual occupation and job title, employment status, tenure, etc., of the sample. These demographic variables were collected to investigate systematic differences among varying groups if necessary, as well as to determine if there were any characteristics of the samples that needed to be controlled for in the analyses.

Workplace Attachment. Attachment in the workplace was measured using the SWAM, Short Work Attachment Measure (Leiter et al., 2015), a newly developed measure designed specifically to assess attachment styles as they relate to relationships in the workplace. This measure assesses attachment specific to the workplace on two dimensions, attachment anxiety and attachment avoidance. Items pertaining to attachment anxiety include, 'I worry that others don't value me as much as I value them.' Items pertaining to attachment avoidance include, 'I don't need close friendships at work.' Using a 5-point Likert type scale consisting of 'not at all like me' = 1, 'somewhat like me' = 3, and 'very much like me' = 5, participants were asked to indicate the extent that they feel the items describe themselves. This scale consists of ten items. In the current study, the scale reliabilities were $\alpha = .84$ for the avoidance subscale and $\alpha = .86$ for the anxiety subscale.

Interpersonal Adaptability. The interpersonal dimension of the I-ADAPT-M (Ployhart & Bliese, 2006), which stands for individual differences in adaptability measure, was used to measure interpersonal adaptability. This dimension of the I-ADAPT-M consists of seven items such as, 'I am perceptive of others and use that knowledge in interactions.' Participants were asked to indicate the extent to which they agreed with the items using a 5-point scale where 1 = strongly disagree and 5 = strongly agree. For this research, the scale reliability was $\alpha = .88$.

Conflict Management Styles. Conflict styles use was assessed using The Dutch Test for Conflict Handling (Euwema & Van de Vliert, 1990). This 20-item measure assesses conflict management styles based on the five factors; yielding, forcing, avoiding, compromising, and problem solving (Euwema & Van de Vliert, 1990). Using this

measure, participants are instructed to answer the questionnaire based on what they do when they experience conflict at work. Items from each subscale include, 'I give in to the wishes of the other party,' representing the yielding style, 'I insist we both give a little,' representing the compromising style, 'I fight for a good outcome for myself,' representing the forcing style, 'I avoid a confrontation about our differences,' representing avoiding, and 'I stand for my own and others' goals and interests,' representing problem solving. Participants were asked to respond to each item based on a 1 to 5 point Likert scale, with 1 representing, 'not at all' and 5 representing, 'very much.' For this research, the scale reliabilities were $\alpha = .77$ for the yielding dimension, $\alpha = .85$ for the compromising dimension, $\alpha = .82$ for the forcing dimension, $\alpha = .86$ for the problem solving dimension, and $\alpha = .86$ for the avoiding dimension.

Task and Relational Conflict. Jehn's (1995) Intra-Group Conflict Scale was used to measure the participants self-reported degree of involvement in both task and relational conflict in the workplace, where task conflict involves differing opinions in effectively completing tasks, and relational conflict involves friction, dislike, and tension among those in the group (Jehn, 1995). Participants were asked to complete this measure from a self-report perspective. This measure contains six items (i.e., three items pertaining to task conflict and three items pertaining to relational conflict). Items assessing relational conflict include, 'How much emotional conflict is there in your relationship with your co-worker?' and items addressing task conflict include, 'How often do you and your co-worker have conflicting opinions about the job or tasks you are working on?' Responses for each of these items are based on the anchors 'Never,'

'Rarely,' 'Sometimes,' 'Often,' and 'Very Often.' The scale reliability for the task conflict subscale was $\alpha = .87$, and $\alpha = .88$ for the relational conflict subscale.

Conflict Frequency, Intensity, and Resolution. Conflict frequency, intensity, and resolution was measured using an adapted version of The Child's Perception of Interparental Conflict Scale (Grych & Fincham, 1992), which was developed to assess marital conflict from the perspective of the child. The 'intensity' dimension of the scale contains seven items, and relates to the degree of negative affect or hostility expressed during conflict and the occurrence of physical aggression, and contains items such as, 'I get really mad when I argue.' The 'resolution' dimension of the scale contains seven items assesses one's ability to constructively deal with and resolve conflict, and includes items such as, 'When I have an argument with someone, I usually work it out.' The frequency dimension of the scale contains six items and simply assesses the perceived frequency that the individual is thought to be participating in conflict, and contains items such as, 'I argue or disagree with others a lot.' The responses to these items are categorized as either true, sort of true, or false. For the current study, the scale reliabilities were $\alpha = .86$ for the conflict frequency dimension, $\alpha = .75$ for the conflict intensity dimension, and $\alpha = .73$ for the conflict resolution dimension.

Psychological Strain. The 12-item General Health Questionnaire, (Goldberg & Williams, 1988) was used to assess participants' overall psychological well-being. This scale aims to assess an individual's psychological state. The GHQ-12 contains items such as, 'Have you recently lost much sleep over worry?' and, 'Have you recently felt capable of making decisions about things?' Participants were asked to choose a response as being

either 'Never,' 'Rarely,' 'Sometimes,' 'Often,' 'Always.' For this research, the scale reliability was $\alpha = .87$.

Job Affective Well-Being. The 20-item Job-related Affective Well-being Scale (JAWS) was used to measure individual affective well-being at work (Van Katwyk et al., 2000). The scale assesses positive affectivity through emotions such as 'ecstatic,' and negative affectivity through emotions such as 'disgusted.' Participants were asked to report how often they have experienced differing emotions over the past 30 days selecting either 'Never,' 'Rarely,' 'Sometimes,' 'Quite often,' 'Extremely often' or 'Always'. For this research, the scale reliability for the positive affect subscale was $\alpha = .93$, and $\alpha = .91$ for the negative affect subscale.

Self-Rated Job Performance. Self-rated job performance was assessed using three brief original items developed by Gilin-Oore and colleagues (PPOC, 2014). This three item measure asks participants to estimate their supervisor's rating of their performance over the past month based on the amount of work they have accomplished, the quality of their work, and their overall performance on a five-point scale using the response options 'Poor,' 'Fair,' 'Good,' 'Very Good,' and 'Excellent.' Participants were asked to report how they feel their supervisor would rate their own work over the past 30 days. For this research, the scale reliability was $\alpha = .89$.

Results

Data Screening

In preparing the data for both the latent profile analysis and discriminant function analysis, a number of steps were undertaken to ensure the quality and integrity of the data

were satisfactory prior to analysis. The original dataset contained 403 cases, however a number of these cases were removed due to insufficient quality or quantity of responses. Fifty-five cases were removed because these participants were terminated from the survey as they did not meet the inclusion criteria necessary for participation. Additionally, five incomplete cases were further removed from the dataset because these participants did not complete the survey and did not consent at the beginning of the survey. Furthermore, an additional ten cases were removed because these participants only responded to the demographic questionnaire. Next, ten cases were removed because these cases were missing a minimum of three entire measures that would disqualify them from either analysis. As a final quality control measure, ten cases were removed due to these participants completing the survey in less than four minutes, which was determined to be unfeasible when providing accurate responses. After these steps were implemented, the resulting dataset contained 313 participants.

Upon removal of cases for the above noted reasons, the resulting dataset was screened for both univariate and multivariate outliers. In identifying univariate outliers, the standardized scores for all data points were obtained. Any cases with values that were found to be outside of three standard deviations from the mean (i.e. a z-score +/- 3.29) were removed from the dataset because they were deemed to be univariate outliers. Multivariate outliers were identified using the Mahalanobis' Distance statistic and the associated chi-square significance test. Based on this information, five multivariate outliers were identified and removed from the dataset. After cleaning and screening the data through the above noted procedures, the final dataset contained 304 cases.

With regard to missing data, the dataset as a whole was largely complete, as the proportions of missing data ranged from 0 – 2.3% at the individual item level, to 0 – 1% for the various scale totals. In an effort to evaluate the presence and influence of missing data, a missing value analysis, Little's MCAR test, was conducted to evaluate the nature of the missing data within the data set. The Little's MCAR test resulted in a chi-square value of 21140.84 ($df = 21134$, $p = .48$). Given that the test was not significant, it was concluded that the data were missing completely at random, suggesting that there was no systematic relationships among the data such that there was no relationship between the missing-ness of the data and the observed or missing values. Because the missing data were missing completely at random and there was no systematic patterns of missing-ness to consider, the missing data points were simply treated as missing moving forward (i.e. indicated with '999' in SPSS). In creating the scale total variables, the researcher set a minimum 75% - 90% scale completion cutoff for inclusion, dependent on the number of questions in each scale, such that smaller scales were subjected to lower cutoff scores in order to retain the maximal number of cases.

Univariate and multivariate normality of the dataset were investigated to ensure the quality of the dataset for upcoming analysis. To determine if the conditions of univariate normality were met, histograms were visually evaluated as well as measures of skew and kurtosis. The skew and kurtosis for each variable these values were found to be within acceptable ranges, and histograms presented as expected to support the assumption of univariate normality. Additionally, normal q-q plots were visually evaluated to ensure the assumption of multivariate normality was met. After examining the normal q-q plots, all were found to be satisfactory.

In evaluating the scale reliabilities for the measures used in the current study (see Table 2), it is important to note that the reliability indicated for the conflict frequency scale is based on the removal of one of the original items. In evaluating the reliability for the scale, it was found that by removing the item, 'I never argue or disagree with others,' the scale reliability became substantially more acceptable, improving from $\alpha = .007$ with all of the conflict frequency items included, to $\alpha = .86$ with the above noted item removed. Based on this information, the item was removed and the analyses completed using the remaining items.

Latent Profile Analysis

For the present research, a latent profile analysis (LPA) was conducted to determine whether meaningful latent profiles of individuals could be identified based on their self-reported attachment tendencies, use of conflict management styles and interpersonal adaptability. LPA uses all observations of the continuous dependent variables to define profiles via maximum likelihood estimation, with models estimated as classes are added iteratively to determine which model is the best fit to the data. This analysis also simultaneously evaluates within each model the probability that an individual is properly classified into the most appropriate profile based on their pattern of responses. Latent profile analyses are traditionally conducted under the assumption of conditional independence, which states that correlations between the indicators within a profile are due to the presence of a latent variable that distinguishes groups within a population. Furthermore, the variances and co-variances across groups are assumed to be equal. This type of model is considered to be appropriately restrictive when conducting

Table 2

Descriptive Statistics, Scale Reliabilities, and Correlations for all study variables

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	
1.Age																				
2.Gender	-.12*																			
3.Anxiety	-.19*	-.03	(.86)																	
4.Avoidance	.16*	.01	-.04	(.84)																
5.Yielding	.13*	-.04	.27*	-.24*	(.77)															
6.Compromising	-.04	.07	-.16*	-.31*	.33*	(.85)														
7.Forcing	-.09	-.18*	.16*	-.13*	.23*	.20*	(.82)													
8.Problem Solving	.03	-.01	-.18*	-.22*	.32*	.65*	.30*	(.86)												
9.Avoiding	.00	.07	.17*	-.12*	.43*	.26*	.11*	.31*	(.86)											
10.Negative Affect	-.011*	-.07	.51*	.04	.15*	-.19*	.19*	-.18*	.13*	(.91)										
11.Positive Affect	-.01	-.04	-.09	-.39*	.33*	.45*	.19*	.42*	.15*	-.37*	(.93)									
12.Job Performance	.03	.10	-.21*	-.24*	.22*	.52*	.16*	.48*	.26*	.22*	.38*	(.89)								
13.Conflict Frequency	-.20*	-.18*	.48*	.02	.10	-.25*	.26*	-.24*	-.07	.43*	-.12*	-.37*	(.86)							
14.Conflict Intensity	-.14*	-.19*	.54*	-.01	.16*	-.22*	.26*	-.17*	.07	.52*	-.05	-.24*	.65*	(.75)						
15.Conflict Resolution	-.08	.05	.28*	.20*	-.13*	-.39*	.03	-.40*	-.05	.34*	-.30*	-.39*	.36*	.39*	(.73)					
16.Relational Conflict	-.11	-.19*	.49*	-.01	.21*	-.11	.34*	.00	.14*	.55*	-.12*	-.16*	.46*	.49*	.23*	(.88)				
17.Task Conflict	-.09	-.28*	.44*	.00	.22*	-.09	.38*	.03	.13*	.55*	-.06	-.12*	.48*	.52*	.22*	.89*	(.87)			
18. Strain	.21*	.05	-.61*	-.15*	-.03	.41*	-.04	.39*	-.01	-.67*	.48*	.49*	-.54*	-.51*	-.47*	-.49*	-.44*	(.87)		
19.Interpersonal Adaptability	.07	.13*	-.21*	-.30*	.29*	.53*	.12*	.58*	.30*	-.20*	.43*	.58*	-.40*	-.32*	-.48*	-.14*	-.11	.44*	(.88)	
Mean	38.90	1.50	2.59	2.77	3.29	3.68	3.05	3.71	3.37	2.34	3.23	4.07	1.42	1.55	1.66	2.61	2.60	3.60	3.99	
Standard Deviation	11.63	.50	.98	.90	.57	.67	.75	.67	.80	.76	.75	.75	.44	.42	.43	.90	.87	.63	.56	

Note: scale reliabilities are indicated in parentheses along the diagonal. Numbers 3 and 4 represent attachment styles. Numbers 5 through 9 represent conflict styles. Gender coded as Male = 1, Female = 2

*Correlation is significant at the .05 level.

exploratory research. Therefore, given the exploratory nature of this study, the LPA was conducted assuming conditional independence.

For this research, latent profile analysis was conducted using Mplus 7.4 (Muthen & Muthen, 1998-2015). In interpreting the results of latent profile analysis and determining the optimal number of profiles for the sample, model comparison statistics such as AIC, BIC and adjusted BIC evaluated to determine the best model to represent the data in comparison to one another, with lower values suggesting better fit. In addition, entropy, Vong-Lo-Mendell-Rubin (LMR likelihood ratio test, and the bootstrap likelihood ratio test (BLRT) statistics were also evaluated to inform the decision making process in arriving at the most appropriate and best fitting model. Entropy is a measure of the accuracy with which the cases are correctly classified into the extracted profiles. It is defined between values of 0 and 1, with higher values indicating greater classification certainty (Morin, Morizot, Boudrias, & Madore, 2011). The LMR statistic compares a k -class model with a $k-1$ class model. A significant p -value for the LMR statistic indicates that a $k-1$ class solution should be rejected and a k -class solution retained (Morin, Morizot, Boudrias, & Madore, 2011). The BLRT, which is retained through resampling methods, operates similar to the LMR in that a significant p -value suggests the k -class model should be retained.

In conducting the LPA, models containing one through eight profile were fit to the data and evaluated. However, neither a seven nor eight profile solution could be specified, therefore, only solutions with one through six profiles specified were evaluated based on the aforementioned statistics to arrive at the most appropriate model being selected. Fit statistics for one through six profile solutions can be seen in Table 3.

Table 3

Fit Indices From Alternative LPA Models

# of Profiles	LL	# Parameters	AIC	BIC	ABIC	Entropy	LMR (p)	BLRT (p)
1	-2565.798	16	5345.596	5405.068	5354.324	NA	NA	NA
2	-2494.945	25	5039.890	5132.815	5053.528	0.764	.023	.000
3	-2438.745	34	4945.490	5071.869	4964.038	0.817	.056	.000
4	-2390.036	43	4866.072	5025.904	4889.530	0.792	.371	.000
5	-2359.794	52	4823.587	5016.873	4851.955	0.817	.037	.000
6	-2330.435	61	4782.870	5009.609	4816.148	0.829	.452	.000

Note: LL – Log Likelihood; AIC = Akaike Information Criterion; BIC = Bayesian Information Criterion; ABIC = Adjusted BIC; LMR = Lo, Mendel, & Rubin LRT Test; BLRT = Bootstrap Likelihood Ratio Test.

In evaluating models one through six on the above noted criteria, a five-profile solution was retained because this model presented the most compelling statistical viability (see Table 3) and was also theoretically plausible based on the characteristics of the five groups extracted from the data. Although a two-profile solution had a significant LMR, suggesting a better solution than a one class model, the five-profile solution exhibited lower AIC, BIC, and ABIC, as well as a higher entropy value suggesting a better model fit than the two-profile solution. Furthermore, when visually evaluating the two- versus five-profile solution and considering the theoretical implications, the two-profile solution seemed to oversimplify the groups that were present in the five-profile solution. One potential drawback to a five-profile solution stems from the sample size of profile three, which contained only seven cases, or 2.3% of the sample (see Table 4). However, there was no compelling statistical support for an alternative profile solution. Therefore, the five-profile solution was considered to be a better fit to the data. In further

support of the five profile solution, the average latent class probabilities for the most likely latent class membership values were evaluated and revealed that membership within each profile was sufficiently accurately predicted (see Table 5). These results suggest in response to Research Question 1 that there are in fact distinct groups profiles comprised of the various patterns of conflict style use, attachment styles, and degrees of interpersonal adaptability.

Table 4

Sample Size and Average Profile Indicator Values for Each Profile

Profile #	N	%	Att. Anx.	Att. Avo	Yield	Compromise	Forcing	Problem Solving	Avoiding	Adapt
1	43	14.1	1.82	2.25	3.60	4.50	3.15	4.58	4.01	4.70
2	37	12.2	3.88	2.18	4.06	4.04	3.82	4.08	3.95	4.17
3	7	2.3	2.72	3.25	2.49	2.39	2.59	2.13	2.18	2.77
4	100	32.9	2.96	3.06	3.16	3.16	2.88	3.22	3.27	3.61
5	117	38.5	2.09	2.86	3.07	3.81	3.93	3.83	3.10	4.08

In examining the retained five-profile solution, the extracted profiles exhibit clear distinctions primarily based on the various accepted attachment styles, as the degree of attachment anxiety and avoidance associated with each profile seemed to be the characteristic that distinguished between the groups. The overall sample means and response means used to interpret each profile are available in Table 6 and illustrated in Figure 1.

Profile 1 contained 14.1% of the sample ($n = 43$) and seemed to represent those who are characterized by a secure attachment style because this group self-reports the lowest levels of attachment anxiety and avoidance which is consistent with a secure

attachment style. In support of Hypothesis 1, which suggested that securely attached individuals would report greater use of the problem solving and compromising conflict styles, than of the forcing, avoiding, and yielding conflict styles, this group reported the overall greatest use of the compromising and problem-solving styles, as well as lower use of the yielding, forcing, and avoiding styles. These results suggest that compromising and problem solving are this group's go-to conflict management strategies. In support of Hypothesis 2, which suggested that more securely attached individuals would be higher on interpersonal adaptability than anxious or avoidant individuals, this group reported the highest degree of interpersonal adaptability among all of the identified profiles. Based on these characteristics, this profile was referred to as the 'well-adjusted collaborative interactors.'

Profile 2 contained 12.2% of the sample ($n = 37$) and was clearly representing the anxiously attached subgroup given it was characterized by the highest reported attachment anxiety scores in addition to the lowest attachment avoidance scores. This group also reported essentially equally high use of all of the five conflict management styles, with slightly less emphasis on using the forcing conflict management style. Based on this information, Hypothesis 3, which suggested that anxiously attached individuals would report greater use of the yielding, forcing, and avoiding conflict styles, than of the compromising and problem solving conflict styles, was not supported. In support of Hypothesis 4a, which suggested that anxious individuals would be lower on interpersonal adaptability than secure individuals, this group reported a relatively high degree of interpersonal adaptability that was found to be less than the interpersonal adaptability reported by the secure group. In support of Hypothesis 4b, which suggested that anxious

individuals would be higher on interpersonal adaptability than avoidant individuals, this group reported a high degree of interpersonal adaptability that was found to be greater than the interpersonal adaptability of the avoidant groups. Based on these combined characteristics, this profile seemed to represent a highly engaged and interpersonally adaptive group, and therefore, it was referred to as the ‘sensitive adaptive interactors.’

Table 5

Average Latent Class Probabilities for the Most Likely Latent Class Membership (column) by Latent Class (row)

Profile #	1	2	3	4	5
1	.883	.117	.000	.000	.000
2	.002	.906	.081	.000	.011
3	.000	.114	.846	.027	.012
4	.000	.000	.089	.878	.033
5	.000	.027	.027	.017	.930

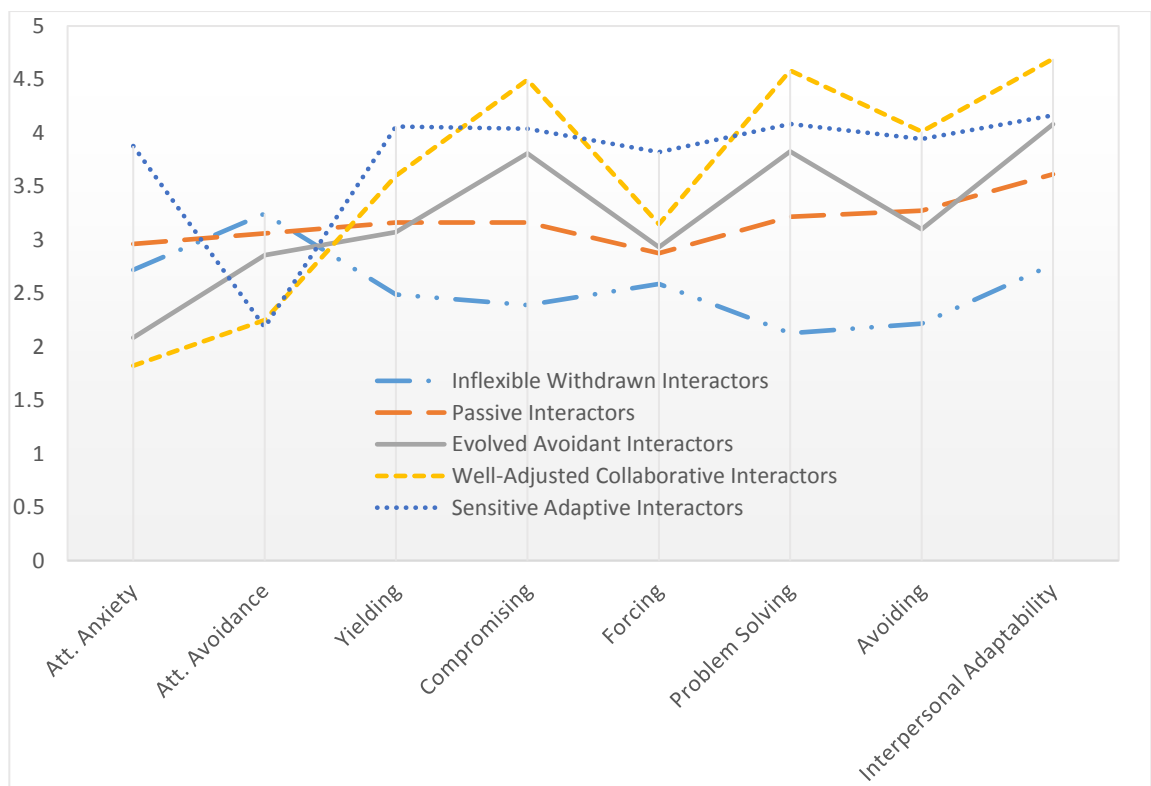
Profile 3 contained 2.3% of the sample ($n = 7$) and seemed to represent a subgroup of the population characterized by both attachment anxiety and avoidance, but with greater emphasis on the avoidance dimension. With regard to conflict management, this group reported the lowest use of all of the conflict management styles, as well as essentially equal use of all of the conflict management styles, with the forcing style being used marginally more frequently. Based on this information, Hypothesis 5, which stated that avoidantly attached individuals would report greater use of the avoiding, forcing, and yielding conflict styles, than of the compromising and problem solving conflict styles, was not fully supported. In addition, this group also reports the lowest level of

interpersonal adaptability. This group was referred to as the ‘inflexible withdrawn interactors’ given this groups greater presence of attachment avoidance, low interpersonal adaptability, and overall low reported use of any of the conflict management styles.

Profile 4 contained 32.9% of the sample (n = 100) and represented a subgroup characterized by equal, moderate presentation of both attachment anxiety and avoidance, representing the anxious-avoidant attachment style, and is characterized by consistent moderate use of all five of the conflict management styles, with slightly less emphasis on the forcing style. Finally, this profile is consistent with moderate interpersonal adaptability. Based on the overall low-moderate use of all of the conflict styles as well as low interpersonal adaptability, this profile was referred to as the ‘passive interactors.’

Figure 1

Five Profile Solution - Plotted Mean Scores for Each Variable



Profile 5 contained 38.5% of the sample ($n = 117$) and represented an additional, but unique avoidant subgroup within the population compared to the ‘inflexible withdrawn interactors’ profile. This profile group is similar to Profile 3 with regard to attachment because both profiles are dominated by attachment avoidance compared to anxiety, however in this profile the discrepancy between the two forms of attachment is greater. Furthermore, this profile differs in that it is markedly different when it comes to the use of conflict management styles because this group is represented by greater use of the compromising and problem solving conflict styles, relatively low reported use of the yielding, avoiding and forcing styles, confirming that Hypothesis 5, which stated that avoidant individuals would report greater use of the avoiding, forcing, and yielding conflict styles, than of the compromising and problem solving conflict styles, was not supported. In support of hypothesis 6, which stated that individuals higher on attachment avoidance would be lower on interpersonal adaptability than both secure and anxious individuals, this group demonstrated high interpersonal adaptability, but this group still was lower on this dimension compared to the secure and anxious groups.

This group, in contrast to Profile 3 although characterized primarily by attachment avoidance, seemed to be more interpersonally adept given the higher use of more beneficial conflict management styles such as compromising and problem solving, as well as greater interpersonal adaptability than that associated with Profile 3. Therefore, this profile was referred to as the ‘evolved avoidant interactors.’

Discriminant Function Analysis

Discriminant function analysis is a multivariate statistical technique used to predict group membership based on a set of continuous predicts. Using this technique, linear combinations of predictors are derived such that they distinctly separate cases based on group membership

In an effort to determine whether the outcome variables of interest, namely strain, job-related positive and negative affect, task and relational conflict, conflict frequency, intensity, and resolution, as well as self-rated job performance could predict profile membership based on the profiles extracted using the latent profile analysis, a discriminant function analysis was conducted. Given that the previously extracted profiles were considered the grouping variable of interest in this analysis, it is important to note that Profile 3, the 'inflexible withdrawn interactors,' from the latent profile analysis was not included. It was determined that, given that this group only contained seven cases, it was statistically unviable to include a group with this sample size in the analysis. Furthermore, nine cases were excluded from the analysis because they were missing at least one discriminating variable. Therefore, the discriminant function analysis was conducted using only four of the extracted latent profiles, with a total sample of 288 cases. The discriminant function analysis was used to test Hypothesis 7, which stated that job-related outcomes (i.e. job performance, strain, and affect) would predict profile membership, and Hypothesis 8, which stated that conflict involvement characteristics (i.e. task conflict, relational conflict, conflict frequency, intensity, and resolution) would predict profile membership.

Table 6

Predictor Means and Standard Deviations for Each Profile

Variable	Profile				
	Passive Interactors	Evolved Avoidant Interactors	Well-adjusted Collaborative Interactors	Sensitive Adaptive Interactors	Inflexible Withdrawn Interactors
Negative Affect	2.57(.68)	2.11(.58)	1.79(.61)	3.16(.92)	2.34(.39)
Positive Affect	2.82(.57)	3.25(.67)	3.80(.77)	3.77(.63)	2.64(.79)
Job Performance	3.62(.69)	4.26(.60)	4.66(.51)	4.25(.49)	2.76(.99)
Conflict Frequency	1.58(.47)	1.23(.27)	1.17(.25)	1.86(.45)	2.06(.19)
Conflict Resolution	1.86(.39)	1.56(.37)	1.32(.38)	1.75(.39)	2.17(.42)
Conflict Intensity	1.68(.39)	1.35(.30)	1.32(.33)	2.01(.41)	2.12(.21)
Task Conflict	2.62(.77)	2.37(.62)	2.13(.81)	3.70(.96)	2.81(.66)
Relational Conflict	2.72(.79)	2.33(.64)	2.06(.84)	3.73(.89)	2.76(.76)
Strain	3.23(.51)	3.86(.47)	4.23(.53)	3.12(.39)	3.00(.39)

Note: the sample sizes for each of the profile groups are as follows: Passive Interactors (n=96), Evolved Avoidant Interactors (n=116), Well-Adjusted Collaborative Interactors (n=42), Sensitive Adaptive Interactors (n=34), Inflexible Withdrawn Interactors (n=7).

The results of the discriminant function analysis yielded three functions derived from the standardized predictors. However, based on a chi-square test only two of these functions were significant in discriminating between the five identified profiles.

Functions one through three were found to be significant ($\Lambda = .29$, $\chi^2 = 348.84$, $p = .000$), and functions two through three were found to be significant ($\Lambda = .58$, $\chi^2 = 150.99$, $p = .000$), but function three evaluated on its own was not found to be significant ($\Lambda = .97$, χ^2

= 9.69, $p = .201$). Together, this information suggests that functions one and two were significantly discriminating between the profile groups using the identified predictors, whereas function three was not discriminating between groups. In determining how well each of the functions discriminates between the profiles, the significant contribution of each function was evaluated. Function 1 was found to account for 59.8% of the between group variance explained by the solution, canonical $R^2 = .71$. Function 2 was found to account for 38.2% of the between group variance explained by the solution, canonical $R^2 = .63$.

In support of Hypothesis 7, and in partial support of Hypothesis 8, the correlations between the outcomes and the discriminant functions revealed that function one strongly positively correlates with conflict intensity ($r = .66$), conflict frequency ($r = .63$), relational conflict ($r = .60$), and negative affect ($r = .60$), as well as moderately positively with conflict resolution ($r = .40$), and highly negatively correlates with psychological strain ($r = -.77$). Thus, this function is characterized by greater conflict frequency and intensity and only moderate conflict resolution, as well as greater negative affect and psychological strain. This function seems to be effectively discriminating between groups based on seemingly poor social and emotional conflict tendencies, and was therefore, termed the 'problematic interactions' function.

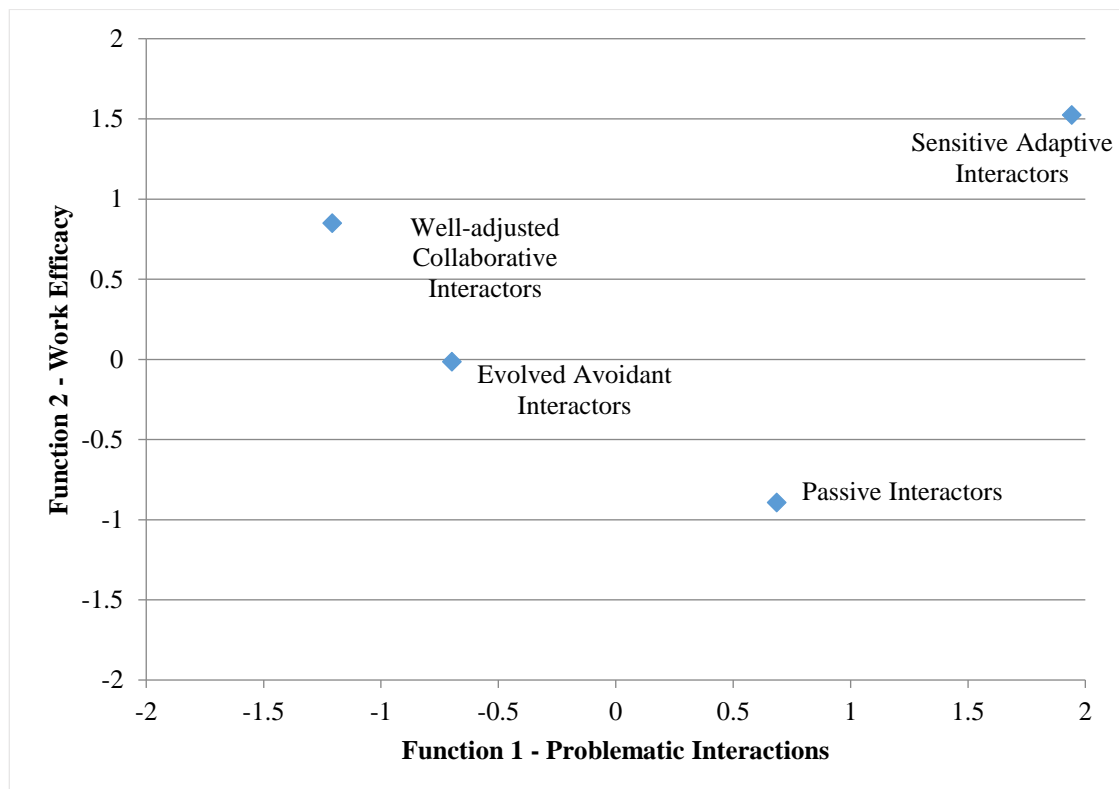
In further support of Hypothesis 7 and in partial support of Hypothesis 8, the correlations between outcomes and the discriminant functions suggested that function two strongly positively correlates with both positive affect ($r = .69$) and self-reported job performance ($r = .61$). Thus, this function is characterized by more positive outcomes due to greater positive affect and perceived job performance. This function seems to be

effectively discriminating between groups based on more positive performance and attitudes and therefore, it was labeled as the ‘work efficacy’ function. Hypothesis 8 was not fully supported because the task conflict predictor was not significantly correlated to either function, and therefore, it was found not to be uniquely useful in adding to discriminating between the groups.

Group means on Function 1 and 2 were calculated for each profile; evolved avoidant interactors, well-adjusted collaborative interactors, passive interactors, and sensitive adaptive interactors. These group means serve to identify the location of each group in linear space as defined by the significant functions. The plotted group centroids for functions one and two can be seen in Figure 2.

Figure 2

Plotted Group Centroids for Discriminant Functions 1 and 2



The 'well-adjusted collaborative interactors' group had a group mean of -1.208 on function one, suggesting that this group scores very low on the 'problematic interactions' function, and had a group mean of .849 on function two, suggesting this groups scores highly on the 'work efficacy' function. The 'evolved avoidant interactors' group had a group mean of -.698 on function one suggesting that this groups scores low on the 'problematic interactions' function, and had a group mean of -.015 on function two, suggesting this group scores neither high nor low on the 'work efficacy' function. The 'sensitive adaptive interactors' group had a group mean of 1.942 on function one suggesting that this group scores very high on the 'problematic interactions' function, and had a group mean of 1.524 on function two, suggesting this group also scores very high on the 'work efficacy' function. Lastly, the 'passive interactors' group had a group mean of .685 on function one suggesting that this group scores moderately high on the 'problematic interactions' function, and had a group mean of -.894 on function two, suggesting this group scores very low on the 'work efficacy' function. These group means suggest that the functions are discriminating effectively between the profiles because the means for each group vary widely, suggesting each group scores differently and uniquely on each function.

Although the 'inflexible withdrawn interactors' group was not included in the discriminant function analysis, in order to attempt to identify and understand this groups pattern of results, their means on each of the outcomes were evaluated in comparison to the other profiles (see Table 6). This group self-reported the highest estimated means on the conflict frequency, intensity, and resolution measures. They also self-reported moderate relational conflict, and both low job-related negative affect and psychological

strain. Based on this information, it seems this group would hypothetically be moderate to high on the problematic interactions function. This group also reported being quite low on job-related positive affect and did not feel they were performing well at work, suggesting they would be quite low on the work efficacy function.

Discussion

The goal of this study was to identify, using a latent profile analysis, sub-groups of individuals who share similar combinations of patterns of conflict style use, attachment styles, and interpersonal adaptability, and to determine how these profiles relate to job, well-being, and conflict-related outcomes at work.

Attachment styles, patterns of conflict style use and interpersonal adaptability represent important intrapersonal trait and state based dimensions of personality that are highly influential in determining relationship success. When attachment styles, patterns of conflict style use, and interpersonal adaptability are considered simultaneously, a broader picture of individual behaviour emerges than what can be understood by evaluating each of these factors on their own. By understanding and appreciating the application of attachment, conflict theory, and interpersonal adaptability in the workplace, we begin to understand the implicit tendencies that individuals bring with them to the workplace, as well as how they affect behaviour and performance. This research has moved beyond the scope of evaluating micro-traits of personality to investigating the presence and influence of broader personality profiles at work. Based on these broad profiles, we can also gain further insight into the influence of personality on many important work related outcomes

such as conflict frequency, intensity, and resolution, as well as relational conflict, self-reported job performance, affect, and psychological strain.

Summary and Interpretation of Results

Results from the latent profile analysis demonstrate that there are, in fact, distinct profiles of individuals that can be derived from attachment styles, patterns of conflict style use, and degrees of interpersonal adaptability. The results of the analysis suggested a five-profile solution best represented the sample. These five profiles demonstrated unique patterns of attachment orientation, conflict style use and interpersonal adaptability. Furthermore, discriminant function analysis showed that four of these profiles were found to be distinctly related to the outcomes of interest, which were conflict frequency, intensity, and resolution, as well as relational conflict, self-reported job performance, affect, and psychological strain. The discriminant function analysis did not include the ‘inflexible withdrawn interactors’ profile because this group contained only seven cases, which was deemed insufficient for inclusion in the discriminant function analysis. However, the estimated means this group reported on the outcome variables were evaluated.

Overall, the discriminant function analysis suggested that there were two functions derived from the predictors of interest that were effective in discriminating between each of the profiles. The first function was termed the ‘problematic interactions’ function because it was related to greater conflict frequency and intensity, and only moderate conflict resolution, as well as greater relational conflict, negative affect and psychological strain. The second function identified was the ‘work efficacy’ function,

which related to more positive outcomes, as it was characterized by greater positive affect and greater self-reported job performance. Task conflict was not uniquely effective in helping to discriminate between the groups and therefore, it was not retained in either function.

The 'well-adjusted collaborative interactors' profile was characterized as the most securely attached group, as they were very low on both attachment anxiety and avoidance. Also, this group self-reported being very high on interpersonal adaptability, and reported the overall highest use of the compromising and problem solving conflict styles, as well as moderate use of the avoiding style, and low use of both the yielding and forcing styles. Furthermore, this group perceived themselves to be very efficacious at work, reporting both high positive job-related affect and self-reported job performance. This group was not characterized by problematic interactions because they reported less frequent and intense conflict, low amounts of relational conflict, greater conflict resolution, as well as lower job-related negative affect and psychological strain.

Overall, this combination of attachment style, conflict style use, and interpersonal adaptability seems to be contributing to this group's effectiveness in their interpersonal relationships at work because they are self-reporting experiencing the least amount of relational conflict, the lowest conflict intensity and frequency, and perceive themselves to be more effectively resolving their conflicts. In relation to these favorable conflict related outcomes, these findings are consistent with past research by Kobak & Sceery (1988) who found that securely attached individuals are better able to regulate negative emotions and to effectively problem solve when needed, such as during conflict. Furthermore, their perceived high degree of interpersonal adaptability also may be contributing to their

positive conflict related outcomes because, according to Coleman & Kugler, 2014, adaptability during conflict is associated with more effective conflict resolution and better satisfaction with resolution.

Based on the results of the discriminant function analysis, those who belong to this profile also perceive themselves to have more positive interactions and greater performance or efficacy at work. Based on these outcomes, the unique combination of traits that make up this profile seem to be contributing to a high degree of perceived optimal functioning in all areas of work for this group. For this profile, it may be the case that their combination of secure attachment, high interpersonal adaptability, and varied pattern of conflict style use coupled with their perceived positive conflict and well-being related outcomes is suggesting that this group may be more effective at dealing with interpersonal conflict in the workplace. Given this group's perceived high interpersonal adaptability and favorable interpersonal interactions, they may be more effective in using their conflict styles appropriately. However, we cannot be certain that this is the case, as conflict style adaptability was not directly assessed in the current research.

The 'well-adjusted collaborative interactors' profile seems to be one that would act as a source of positivity in the workplace given their perceived overall effectiveness in their interpersonal relationships and efficacy at work. The benefits associated with this profile are consistent with previous findings that suggest that secure attachment and adaptability positively predict favorable job performance ratings (Harms, 2011; Pulakos et al., 2000), positive and more frequent conflict resolution (Coleman & Kugler, 2014; Corcoran & Mallinckrodt, 2000; Deutsch, 2011), and greater health and well-being (Harms, 2011; Pulakos et al., 2000). Furthermore, use of the compromising and problem

solving conflict styles are associated with more favourable conflict related outcomes given their pro-social orientations (Friedman et al., 2000). Based on the self-reported outcomes, this group seems to possess the most favourable aspects across the various attributes the profile was derived from. This group's unique combination of attributes appears to be the most beneficial as it seems to allow them to effectively cope with and respond to conflict, while also mitigating any negative effects on their mental health and well-being, and enhancing their perception of their performance at work.

The 'sensitive adaptive interactors' group was very high on anxious attachment and were very low on attachment avoidance, and was therefore characterized as anxiously attached. This group was also high on interpersonal adaptability, and reported essentially equal, high use of each of the conflict management styles, with a slightly less use of the forcing style. Consistent with past research that suggests anxiously attached individuals are prone to problematic conflict resolution (Corcoran & Mallinckrodt, 2000), this group self-reported the highest degrees of conflict frequency, conflict intensity, relational conflict, and low perceived conflict resolution. Furthermore, this group also self-reported both high negative affect and psychological strain. However, despite these negative outcomes, this group self-reports the highest of all groups on positive affect and self-reported job performance ratings.

The fact that the 'sensitive adaptive interactors' report highly problematic interactions while also perceiving themselves to be highly efficacious at work presents a unique and somewhat contradictory pattern than can be potentially explained by the profile attributes of this group. Although this group reports being very high on anxious attachment, they also reported high use of all the conflict styles and interpersonal

adaptability. In this instance, these individuals appear to be actively engaging in their conflicts, which is evident by their self-reported frequent use of all conflict management styles. However, their dominant anxious attachment predisposes this group to be overly sensitive to social and emotional cues of others (Richards & Schat, 2011). This hypersensitivity may lead this group to over-engage in conflict because it may cause them to construe certain situations or interactions to be conflictual that their co-workers may not. Furthermore, this group may not get the resolution they need from a perceived conflict given that the other party may not agree that a typical resolution is warranted. This pattern of monitoring their environment for social and emotional indicators may contribute to this groups self-reports of greater conflict frequency, intensity and, relational conflict. This perception of a conflict laden environment also may cause them stress and heightened emotions which, due to the fact that anxiously attached individuals have an inability to disengage from negative emotions (Harms, 2011), may cause them to experience greater negative affect and psychological strain under these circumstances.

This groups favourable self-reports of high positive affect and high job performance may be an externalization of their self-perceived positive efforts to engage in their conflicts head on in an effort to deal with them and create a positive social environment. In this way, this group may perceive themselves as being effective given their investment in their relationships, however this efficacy may not be reflected in reality.

Another more positive interpretation of this profile's outcomes is that, although they are self-reporting having problematic interactions, they are actually facing their conflicts and not ignoring their issues in the workplace, which may explain their high

self-rated job performance. This approach tactic may take a negative toll on their well-being, evident by their self-reported high negative affect and psychological strain. Past research does not lend overwhelming support for this potential conclusion because there is essentially no research that supports the idea that anxious attachment can predict greater job performance (Harms, 2011). However, this group's perceived high conflict involvement may be either positively contributing to their actual job performance because they are effectively dealing with conflict and not letting the negative effects linger, or could be inflating their sense of self-efficacy at work when in actuality they may be overburdening themselves and others in their direct and frequent response to conflict.

The 'passive interactors' profile was characterized by equal, moderate reporting of both attachment anxiety and avoidance. With regard to conflict management styles, this group self-reported equal, moderate use of almost all of the styles, with the exception of the forcing style, which they reported using marginally less. With regard to interpersonal adaptability, this group reported being moderately low on this dimension, and was the second lowest overall compared across profiles. Furthermore, this group perceived themselves to be lacking in work efficacy, and also to be experiencing a moderate degree of problematic interactions. These 'passive interactors' reported experiencing greater conflict frequency, intensity, relational conflict, negative affect, and psychological strain, as well as less productive conflict resolution. They also self-reported both low job related positive affect and self-reported job performance.

This groups profile characteristics suggest that they are reticent to engage in conflict because they reported low to moderate use of all of the conflict styles, however their report of problematic interactions somewhat contradicts this. Despite the fact that

this group is reporting utilizing all of the conflict styles, their use of these tactics does not prove to be serving them well because they are reporting that they engage in frequent and intense conflict that is relational in nature and they are not perceiving themselves to be efficacious in resolving this conflict. Their perceived lack of interpersonal adaptability may mean they are incapable of accurately choosing the most effective conflict style to adopt in a given situation. This potential ineffective use of conflict styles could contribute to their inclination towards problematic interactions because according to Coleman et al. (2012), it can be problematic when the conflict style one uses is inappropriate for a conflict situation. Furthermore, avoidantly attached individuals also tend to report high degrees of conflict at work (Richards & Schatt, 2011). Therefore, their avoidant attachment may be further driving their reporting of frequent conflict. This group's potential inability to navigate conflict effectively also may contribute to their greater job-related negative affect. Experiencing persistent conflict frequency, intensity, and poor resolution may activate this group's attachment anxiety and perpetuate negative feelings about the self, which is characteristic of anxiously attached individuals (Mikulincer & Shaver, 2005).

Previous research has found that avoidantly attached individuals tend to rate themselves lower on job performance (Richards & Schat, 2011), which is consistent with the attributes of this profile group. However, the magnitude of conflict they experience, coupled with the associated demands of dealing with conflict, and the repercussions of unsuccessful conflict resolution may be contributing to their low self-reported job performance ratings. This pattern of conflict maybe provoking their tendency to be pre-occupied with, and worry over relationships, which is characteristic of attachment anxiety

(Harms, 2011). The degree of conflict this group reports experiencing, and their perceived inability to deal with it effectively may hinder their ability to perform at work due to their tarnished relationships with co-workers. Conversely, their poor conflict outcomes may lead them to feel more negatively about their performance at work given that their relationships at work are not successful, further contributing to their low self-reported job performance.

This group, given their perceived lack of adaptability, also may be incapable of deviating from the actions and behaviours dictated by their anxious-avoidant attachment style. They seem to be exhibiting negative attributes that are characteristic of both attachment dimensions, such as poor self-reported job performance ratings, which is characteristic of attachment avoidance (Richards & Schatt, 2011), as well as negative feelings about the self and pre-occupation with relationships, which are characteristic of attachment anxiety (Harms, 2011; Mikiluncer & Shaver, 2005). Furthermore, their attachment anxiety may cause them to want to approach their conflicts, whereas their attachment avoidance may cause them to want to avoid their conflicts. These competing attachment orientations may be causing this group to feel a sort of cognitive dissonance when it comes to how they approach conflict, which may be further exacerbating their self-reported high job-related negative affect and psychological strain, as well as their poor self-reported job performance ratings.

The 'evolved avoidant interactors' profile was characterized by moderate self-reported attachment avoidance, and this group reported higher use of the compromising and problem solving conflict styles, and only reported moderate use of the forcing, avoiding, and yielding styles. They also report high interpersonal adaptability. These

individuals perceived themselves to be moderately efficacious in the workplace, and also reported being largely free from experiencing problematic interactions. These self-reports suggest that this group perceives themselves to be favourable in their interactions at work because they report low conflict frequency, intensity, and relational conflict, as well as moderate conflict resolution abilities, and low job-related negative affect and psychological strain.

Evidently, despite the fact that this group is somewhat avoidantly attached, they still perceive themselves to be managing their interpersonal relationships and conflict effectively, which is evidenced by their reported positive pattern of conflict style use (i.e. highest use of compromising and problem solving and moderate use of the others), and their perceived lack of problematic interactions. Despite these positive attributes, these benefits are not translating to this group's perceived work efficacy because they are not reporting favourable positive affect or self-reported job performance ratings.

In evaluating the overall profile of this group, their high self-reported interpersonal adaptability may be helping them to overcome their avoidant tendencies in their interpersonal relationships and conflict by way of allowing them to use more favourable conflict styles and contributing to their positive interaction tendencies. This finding is consistent with past research that has found that adaptability in conflict is associated with benefits such as increased satisfaction with conflict related outcomes, and more effective conflict resolution (Coleman & Kugler, 2014). For this group, the associated benefits of interpersonal adaptability seem to be outweighing the negative impact their attachment avoidance can have on their relationships and experience of conflict. Furthermore, consistent with Avey et al. (2010) who found that adaptability is

linked to better overall well-being, this group is also experiencing lower job-related negative affect and psychological strain, which may be attributable to their high self-reported interpersonal adaptability and their perception of more favorable conflict related outcomes.

This group also may have evolved from their avoidant tendencies by learning through experience that approaching conflict using the problem solving and collaborating styles influences the quality of conflict resolution, as well as the amount and magnitude of conflict they may experience in the future, an idea that has been supported in the conflict literature (Friedman et al., 2000). In this way, they may have identified that approaching conflict pro-socially is an effective way to avoid conflict, which is in alignment with their perceived lack of conflict frequency, intensity, and relational conflict, and better conflict resolution. The benefits associated with this group's conflict effectiveness seem to be reflected in their perception of being high in work efficacy. This group's perceived moderate positive job-related affect and self-reported job performance ratings are more favorable in comparison to the 'passive interactors' group who was equally as avoidant, but self-reported very poor perceived work efficacy. Although the 'evolved avoidant interactors' are not reporting high perceived work efficacy, the natural tendency of avoidant individuals is to rate their performance negatively (Richards & Schat, 2011), suggesting that reporting of moderate work efficacy is a positive improvement for this group.

The 'inflexible withdrawn interactors' represented the final profile. This group was represented primarily by an avoidant attachment orientation due to the fact that their self-report of avoidance outweighed that of their self-report of anxiety. In addition to this,

this group self-reported a unique pattern in their use of the conflict management styles. The conflict style they reported using the most was the forcing style, with the yielding and compromising styles reportedly being used slightly less, and the styles they reported using the absolute least were problem solving and avoiding. However, the overall use of these styles could still be classified as rare based on the low responses of this group. Finally, this group self-reported the lowest degree of interpersonal adaptability among all five profiles.

Given that this profile was derived from only seven cases in the data, information pertaining to work efficacy and problematic interactions could not be obtained because the sample size was not sufficient for the analysis. However, this group self-reported the highest estimated means on the conflict frequency, intensity, and resolution measures, suggesting they were frequently engaging in conflict behaviors, and were intense in their conflict interactions, but also felt they were somewhat effective in resolving it. They also self-reported moderate relational conflict, and both low job-related negative affect and psychological strain. Based on this information, it seems this group would hypothetically be moderate to high on the problematic interactions function. This group also reported being quite low on job-related positive affect and did not feel they were performing well at work, suggesting they would be quite low on the work efficacy function.

Based on these outcomes, this group seems to represent a less desirable, or evolved avoidant group who appear to be more in alignment with their avoidant attachment tendencies than the alternate avoidant group, the ‘evolved avoidant interactors.’ This group appeared to be withdrawing from conflict given that they reported essentially rare to moderate use of all conflict styles. However, they also reported very

high conflict frequency and intensity. Their apparent tendency to withdraw from conflict may be negatively impacting their interpersonal interactions, which appear to be detrimental given their frequent and intense relational conflict. By withdrawing from conflict as opposed to facing it head on, this group may be damaging their interpersonal relationships as they are exposing themselves and others to the negative effects of lingering conflict. Furthermore, their low self-reported interpersonal adaptability as well as equal use of the conflict styles, and perception of problematic interactions, may mean that they are ineffective in identifying the appropriate conflict style to use when they do respond to conflict. Their poor conflict tendencies are likely impacting their low self-reports of job performance and positive affect as they may feel ineffective at work due to their high degree of conflict, but also may be hindered in their ability to work successfully given their labored relationships with co-workers. Furthermore, their perceived conflict-laden environment likely causes them to feel less positive affect related to their job as the negative emotions from conflict are likely quite salient.

In comparing the profiles and the related outcomes based on the results of the discriminant function analysis, a number of interesting deductions can be made. First, securely attached individuals, or the ‘well-adjusted collaborative interactors,’ seem to present with the most favorable profile and related outcome. Based on their self-reports, they gravitate towards the use of the most beneficial conflict management styles (i.e., compromising and problem solving), are highly interpersonally adaptive, are perceiving themselves to be low on factors that indicate problematic interactions, and are perceiving themselves to be high on factors that indicate they are efficacious in the workplace. These findings are consistent with past research that suggests that compared to other attachment

orientations, secure attachment represents a positive psychological strength for individuals in the workplace (Simmons, Gooty, Nelson, & Little, 2009). The ‘evolved avoidant interactors’ also self-reported similar, but slightly less favorable outcomes, despite their reporting of attachment avoidance. In comparing the pattern of traits associated with these profiles, both groups are represented by dominant reported use of the compromising and problem solving conflict styles and high interpersonal adaptability, which may explain their shared success.

Conversely, the anxiously attached group, or the ‘sensitive adaptive interactors,’ who look promising based on their profile characteristics (i.e., reporting high equal use of all conflict styles and high interpersonal adaptability) actually have problematic outcomes. Specifically, this group self-reported the highest degree of problematic interactions, but also the most favorable work efficacy outcomes, which suggests they may be unaware of their detrimental interaction pattern. Similarly, the ‘passive interactors’ profile reported moderately poor outcomes on both work efficacy and problematic interactions. In comparing the pattern of traits these profiles reported, both are characterized by the same pattern of conflict style use, which is equal use of all styles, suggesting a possible explanation for their poor outcomes. In these groups, despite their respective degrees of self-reported interpersonal adaptability, they may not be moving effectively between conflict styles resulting in problematic interactions.

Limitations & Future Research

In interpreting and applying these results, it is important to understand the limitations that extend from the exclusive use of cross-sectional, self-report data. Because

this study relied on cross-sectional data, we cannot assume or conclude that the results that emerge from this study would hold true over time because these patterns could change based on an one's relationship and work experiences, and training. Future research utilizing a longitudinal approach would be beneficial in identifying whether individuals remained in the same profile at different time points throughout the lifespan and would provide additional beneficial insights into the longer lasting effects of profile membership.

Given that this research was exploratory, there is not enough information from the current study to suggest that these profiles are generalizable to the population. In order to more readily apply these profiles to a group outside the current sample, future replications of the current study would need to be conducted and corroborate the profiles that were obtained in this study. There may be additional profiles that were not identified in the current study, or some of the identified profiles may not re-emerge in a future replication. Also, directionality in the relationships between the variables of interest cannot be inferred given that the design of the study and the statistical analysis do not support or lend themselves to such inferences.

Due to the exclusive self-report nature of the data, common method bias (Podaskoff, MacKenzie, Lee, & Podsakoff, 2003) may be an inherent to the data. Based on the exclusive use of self-report data the interpretations of the results are cautioned, as these results may be prone to error due to the potential for participants to respond to the survey items inaccurately or untruthfully. Past research, specific to the organizational context, has demonstrated that social desirability and fear of reprisal can create bias in research with self-report data (Donaldson & Grant-Vallone, 2002), and that peer or

supervisor reports of job-performance are a more reliable standard for evaluating job performance given that self-reports are often contaminated due to personal biases (Viswesvaran, Ones, & Schmidt, 1996). For example, although we have suggested some groups are associated with greater job performance; this conclusion is based on interpretations of self-rated job performance and is therefore prone to falsification. Therefore, these self-reports of job performance may not be an accurate or objective portrayal of that group's actual performance. Participants may have been prone to endorse favorable items and give inaccurate portrayals of their behaviors, attitudes, performance, etc., given the self-report nature of the data.

A future replication of this study could aim to have participants engage in the study with a co-worker, with a methodology that would require participants to provide both a self and other report of the necessary measures. By using this dyadic approach, the results and implications of the research would likely be more accurate and valid, as the use of both self and other reporting would allow the researchers to evaluate the differences or corroboration between the two reports to determine how accurate each participant may have been in evaluating themselves. Furthermore, by obtaining self and other reports in future replications, researchers would also be able to provide insight into others perceptions of their co-workers as an additional set of outcome measures that would provide objective insight into how individual employees are perceived by their co-workers. In using this type of dyadic methodology, it would be beneficial to recruit larger working groups who could be randomly assigned to dyads. Doing this would prevent participants from selecting their own dyadic partner, and would reduce the likelihood of a

bias sample driven by participants selecting to engage in the study with co-workers they are collegial with.

With regard to the 'inflexible withdrawn interactors' profile, this group was derived from a small proportion of the population ($n = 7$) and therefore, should be interpreted with caution. In addition, given the small size of this group, this profile was not included in the discriminant function analysis, meaning there were no scores for this group on the work efficacy or problematic interactions functions. However, estimated means on each of the individual outcomes were evaluated. Future research should attempt to replicate this study, preferably with a larger sample, to determine whether these profiles remain consistent and are generalizable. Particularly, given that the 'inflexible withdrawn interactors' was a group derived from a small proportion of the sample ($n = 7$), it would be important to see if this group would re-emerge in a future study containing a larger sample. If this profile did re-emerge, this would suggest that this profile is generalizable and not a spurious profile. Obtaining this 'inflexible withdrawn interactors' profile within a larger sample size would also allow for further evaluation of the relationships with the outcome variables of interest using a discriminant function analysis.

One limitation facing these conclusions and this research as a whole is that although we can gauge these groups interpersonal adaptability based on their self-reports, we cannot infer that because individuals are high on adaptability that they are effectively using the various conflict management styles. Essentially, although the groups may report varied use of the conflict management styles and high adaptability, we cannot infer based on the information available whether they are using these styles effectively or are simply randomly cycling through each style with no consideration for which technique may be

the most effective. Therefore, a clear correlation or interpretation between self-reported interpersonal adaptability and varying use of the conflict management style cannot be assumed. There is not sufficient evidence in the current research to conclude that interpersonal adaptability may speak to the effective use of the various conflict styles. In order to better understand the effective use of conflict styles in each of these profiles, future research should attempt to decipher the direct influence of adaptability in determining individual use of conflict management styles. From this study we can gather the differential degrees of the use of each style for each profile, however the effective use of these styles cannot be inferred because the measurement tools used to assess interpersonal adaptability and conflict style use did not allow for such investigation. In future research, the use of an adaptation of the Managerial Conflict Adaptivity Assessment (MCAA; Coleman & Kugler, 2014) would prove effective in determining which of these groups were more effective in their varied use of the conflict management styles. The use of such a measure would provide insight into whether or not these groups are strategically using these styles, or are simply random applying them across situations without consideration for which would be the most effective.

Additionally, the use of the interpersonal dimension of the I-ADAPT-M may also be a limitation of the study as the items of the measure may be reflective of individual interpersonal sensitivity given the content of the items. Self-reports on this measure may be capturing people's perception of their sensitivity to others, not necessarily their ability to act on and adapt based on the needs and points of view of others. Due to this limitation, caution is warranted in interpreting the results of the current research with regard to interpersonal adaptability.

Similarly, the use of the Short Work Attachment Measure may present an additional area for caution in interpretation. Given that this measure was developed to assess attachment specific to relationships in the workplace, results based on this measure may simply represent the theorized effects of the manifestation of the attachment styles in the workplace. The items used in the Short Work Attachment Measure may be capturing the manifestation of the outcomes of a broader attachment orientation. In addition to these considerations, it is also important to note that in the current research, based on the use of this measure, attachment styles were conceptualized using a two dimensional approach, and as such secure attachment was derived from individuals reporting low attachment avoidance and anxiety (i.e. endorsing items dominantly with the 'rarely' response). Therefore, the secure attachment style was not directly measured, but was assumed based on the reported absence of attachment avoidance and anxiety. Assuming attachment security based on the absence of both avoidance and anxiety is an issue that plagues two-dimensional attachment measures across disciplines, but none the less detracts from the overall validity of the measure as there are no items specifically designed to assess the presence of secure attachment. Furthermore, in the development of the measure, convergent validity was not established suggesting that there is insufficient evidence that the current measure is in fact tapping into dimensions of attachment as other, more established measures have demonstrated.

An interesting area for future research, building on the current study, pertains to capturing profiles at the managerial level. Future research should use a similar methodology to identify and understand profiles of managers on the same constructs of interest. Furthermore, by using a dyadic participation approach to capture both

managerial and subordinate data, future research could not only identify the emergence of managerial profiles and subordinate profiles, but could also evaluate the effects of managers and subordinates having similar or differential profiles. It would also be both interesting and important to understand the implications of any managerial profiles on subordinate important outcomes such as subordinate physical and psychological health, performance, burnout, organizational commitment, and job satisfaction.

Practical Implications

The profiles yielded in the current study present distinct patterns of individuals that are comprised of varying attachment styles, patterns of conflict style use, and interpersonal adaptability. Each of these profiles tells the story of a group that is more unique and telling than what can be inferred or understood by using any one of these characteristics on its own. When we evaluate these profiles on their own and in conjunction to one another, we can see that there are unique patterns that emerge that speak to more diverse subgroups of these traits. For example, the patterns that have emerged show that although there are two profiles that are quite similar in their attachment orientation, namely the ‘evolved avoidant interactors’ and the ‘inflexible withdrawn interactors’. In this case, both groups reported low-avoidant attachment, but actually differ quite a lot on their reported use of conflict styles and levels of interpersonal adaptability. The ‘evolved avoidant interactors’ reported using more productive conflict management styles and higher interpersonally adaptability than the ‘inflexible withdrawn interactors’ who were, based on their reported pattern of conflict style use, seemed reticent to use any of the conflict styles, but were more inclined to use

the forcing style, and reported being far less adaptive. Therefore, although these groups share in common their attachment avoidance, they are quite divergent in their reported use of conflict styles and interpersonal adaptability, and therefore, represent two distinct groups of avoidant attachment that differ in meaningful ways.

Although secure attachment seems to represent the gold standard of attachment styles, this study has demonstrated that insecure attachment can still be attributed to positive outcomes in the workplace. For example, the 'evolved avoidant interactors' perceived themselves to be effective in their interactions with others and in their work efficacy despite their attachment avoidance, and the 'sensitive adaptive interactors' reported favorable work efficacy despite their attachment anxiety and problematic interactions. The compared success of the groups may hinge on their patterns of conflict management style use due to the fact that the more successful 'evolved avoidant interactors' and 'well-adjusted collaborative interactors' shared in common reporting the dominant use of the collaborating and compromising conflict styles, whereas the less successful 'sensitive adaptive interactors' and 'passive interactors' reported using all styles equally. Evidently, varying patterns of conflict style use can lead to more positive outcomes for individuals in the workplace despite what their attachment orientation suggests. Given that individual conflict abilities can be trained (Rahim, 1986), this finding reflects an important implication of this research for application to the workplace because it suggests that individual success at work is not constrained by one's attachment style.

Interpersonal adaptability also may be an important contributor to determining work efficacy. In the current research, the groups who self-reported being highest in

interpersonal adaptability (i.e. ‘well-adjusted collaborators,’ ‘evolved avoidant interactors,’ and ‘sensitive adaptive interactors’) tended to report greater work efficacy than the ‘passive interactors’ who were notably lower on the interpersonal adaptability dimension. Previous research suggests that general adaptability positively predicts job performance and positive affect (Pulakos et al., 2000). Therefore, the groups who felt they were more interpersonally adaptive may have felt they performed better on the job and had greater job-related positive affect as well. General adaptability represents a trait that can be enhanced through training (Jundt, Shoss, & Huang, 2015), therefore, work efficacy may be improved through training in adaptability.

This research has important implications for an applied setting because it has been shown that the identified groups differ in their perceived degrees of success in the workplace, and that the self-reported group differences on these outcomes may be attributable to patterns of conflict style use and adaptability. However, interpretation and application of these findings is cautioned as results are based exclusively on self-reports and there were no objective measures used to validate or confirm individual reporting on important outcomes such as job performance. Therefore, in considering the implications of the current research, the results and findings of the current study may be prone to error or bias given that participants were reporting on their perceptions of their own behaviors and tendencies, and as such participants who were less self-aware and emotionally intelligent may not have reported accurate information.

An important practical implication for this research relates to workplace training. The current research has suggested that self-reported group differences on work efficacy and problematic interactions outcomes may be attributable to patterns of conflict style use

and adaptability. Therefore, by identifying employees profile membership, employers may be able to identify developmental areas where their employees may benefit from training. This research suggested that, although based on self-report data, those who use all conflict styles but self-reported higher use of the problem solving and compromising styles tended to also perceive themselves to be lower in problematic interactions. These results may suggest that this specific pattern of conflict style use may be effective in helping people achieve, or at least perceive, more favorable interactions. Therefore, from an organizational perspective, by identifying employees who belong to profiles not characterized by this pattern of conflict style use, organizations can identify those who may benefit from conflict management training. Past research has demonstrated that conflict management training is both realistic and effective. Brockman, Nunez, and Basu (2010) demonstrated that conflict management training for graduate students and faculty was effective not only in reducing the frequency and severity of conflict, but also in increasing individual use of more collaborative conflict management style use. In this study, a conflict management workshop was used to train participants on effectively resolving conflict by advising on the strengths and weaknesses of the various conflict management styles, identifying when is most appropriate to use each style, and also evaluating communication skills necessary for effective interactions.

Furthermore, identifying the profile an individual or group of employees belongs to could provide employers with important and insightful information that may help them to effectively manage employees. Understanding the implications of each profile (i.e., perceived work efficacy and problematic interactions), as well as the attributes associated with each profile, may provide both the employee and employer insight into their

behavioral and response patterns in their interpersonal interactions. Identifying individual profile membership may encourage a level of self-awareness that may help individuals to better understand, monitor, and modify their behavior as necessary. In past research, self-awareness, or emotional intelligence has been associated with more effective and productive conflict resolution in teams, and a greater use of more collaborative and pro-social conflict management style use (Jordan & Troth, 2004). From a managerial perspective, understanding employees profile membership might lend insight into how to manage individual employees more effectively by better understanding their tendencies and needs. This information might be particularly useful when conflict arises, and would also be helpful in determining the necessary training required at the individual employee and group level.

This research also suggests that, in addition to conflict management training, an area of training that may be beneficial for organizations is that of adaptability. Based on the results of the current study, groups who self-reported higher interpersonal adaptability also perceived themselves to be higher in work efficacy. Therefore, training in interpersonal adaptability may be effective in helping people to feel as though they are performing better at work. Although there is currently no specific training for interpersonal adaptability, general adaptability or adaptive performance has proven to be effectively trained through mechanisms such as error management training, adaptive guidance, and exploratory learning (Jundt, Shoss, & Huang, 2015).

An additional form of training, that may be more in alignment with interpersonal adaptability than general adaptive performance training, is training in emotion regulation. Research in clinical psychology suggests that emotion regulation is a skill that can be

trained for (Azizi, Borjali, & Golzari, 2010). Therefore, emotional regulation may represent a skill that can be learned and may improve individual's ability to respond favorably in moments where a conflict is particularly distressing. Conflict represents an emotionally charged situation where emotion regulation may be particularly useful and applicable. Being able to regulate emotions would be a favorable skill to employ during conflict because effectively regulating one's emotions would likely limit the negative impact a detrimental response to conflict may have on their interpersonal relationships.

Further practical implications for this research at the organizational level include selection and decision making processes. Identifying these naturally existing groups and outcomes associated with them provides an important perspective for an organization's recruitment and selection process. By identifying which of these groups a potential employee may belong to, an organization can identify the potential impact this person could have in their organization. Based on the results from this research, it appears the 'evolved avoidant' and 'well-adjusted collaborative' interactors seemed to have the most favorable profiles for an employer to want to select for, as these groups were lowest in problematic interactions. Furthermore, the 'passive interactors' may have a detrimental, or at least ineffective impact on the workplace because they reported greater problematic interactions and low work efficacy. The 'sensitive adaptive interactors' present a unique dilemma as they reported highly problematic interactions but also reported being the highest on work efficacy. Therefore, they are perceiving themselves to be performing well on the job, but also have the potential to negatively impact the conflict climate of the organization.

In considering the practical implications of this research for applied selection in organizations, it is important to note that this research is highly exploratory and that in order to use this information in selection decision-making, it would be necessary to validate the results of this study with further samples to determine the stability and accuracy of the identified profiles. Furthermore, in order to use a tool or model as part of a selection process, it is necessary to demonstrate that the construct is related to job or contextual performance through a formal job analysis procedure, and also that the construct is required for effective job performance (Catano, Weisner, & Hackett, 2013). Therefore, in order to ethically and responsibly use this information in a selection process, it would be necessary to obtain predictive validity evidence that suggests the profiles are correlated to relevant and objective workplace outcomes, such as supervisor rated job performance.

In general, selection tools assessing abstract constructs such as personality or general mental ability must demonstrate an ability to accurately measure the construct of interest. Additionally, these constructs have to be shown to be related to the job or occupation much like what is necessary when defining the knowledge, skills, abilities, and other attributes required to perform a job successfully, in order to be considered legally defensible (Catano, Weisner, & Hackett, 2013). In considering the utility and defensibility of using profile membership in selection, it may be particularly applicable to consider the establishment of use of personality measures in helping to infer if profile membership may be used as a selection criterion, as the profiles reflect disposition much like personality. With regard to using personality measures in selection, past research suggests that when personality dimensions used in selection are based on an accurate job

analysis, these dimensions of personality can adequately predict job performance (Catano, Weisner, & Hackett, 2013). Therefore, by connecting the elements of the profiles to a job analysis, using profile membership in selection in some industries or occupations may be particularly effective. For example, in jobs that are highly team based and involve interacting with diverse groups of people, such as in the customer service industry, selecting profiles with more favorable interaction patterns may be particularly effective.

Also, from a legal defensibility perspective, in order to use profile membership as a selection criterion, it would be necessary to ensure that doing so would not adversely impact any particular groups (i.e. males or females, varying races or ethnicities). Overall, personality measures are considered an acceptable and legally defensible aspect of a selection process (Catano, Weisner, & Hackett, 2013). However, past research on the implications of using personality testing in selection decision-making is somewhat inconclusive on the potential adverse impact using such measures can have on varying groups. Some research has suggested that some models of personality measurement can often discriminate between males and females unintentionally (Arthur, Woehr, & Graziano, 2001), whereas additional sources suggest that there is not sufficient evidence to support the presence of adverse impact in selecting using personality measures (Catano, Weisner, & Hackett, 2013). In fact, research has further suggested that using personality measures in selection can actually remove bias from selection procedures (Catano, Weisner, & Hackett, 2013).

In selecting based on profile membership, such implications need to be further considered as past research studying gender and attachment in romantic relationships has suggested that males report higher attachment avoidance than females, and females report

greater attachment anxiety than males (Del-Giudice, 2011). If this finding transferred to attachment in the context of work, selecting based on the profile membership may have an unintentional gender based adverse impact. For example, the ‘evolved avoidant interactors’ appeared, based on their self-reports, to be better to select for, whereas the ‘sensitive adaptive interactors’ were potentially less favorable. With this in mind, given that men are often more avoidant and women are often more anxious, selecting based on profile membership may have an adverse impact on female candidates.

An important contribution of this study is the recognition that by considering multiple traits simultaneously using a person-centered analytic approach, naturally occurring sub-groups can be identified that yield greater insight into the behaviours, attitudes, and outcomes for these groups that may not have been identified using typical variable-centered approaches. For example, this research showed that there were two distinct profiles that emerged within the subgroup of the population classified as avoidantly attached. Therefore, by using a person-centered approach, this research detected naturally occurring distinct groups within the population who have varying degrees of positive and negative workplace outcomes. By identifying these groups, we have made way in understanding how these variables work together to shape groups of individuals who are greater than the sum of their attachment style, conflict style, and adaptability parts.

Final Conclusions

This research studied important intrapersonal dimensions, namely attachment styles, conflict style use, and interpersonal adaptability, which represent three unique constructs that contribute differentially to individual effectiveness in interpersonal

relationships. Although attachment represents a stable and influential inherent trait, interpersonal adaptability was thought to represent an additional trait that could potentially allow people to break the mold of their respective attachment styles and enable them to move flexibly between the various conflict styles, allowing them to approach conflict more effectively and flexibly. In order to determine if there were varying groups comprised of these unique constructs that differed meaningfully from one another, a person-centered approach was used to understand the presence and implications of naturally occurring groups that manifest in the workplace. By moving beyond the scope of evaluating micro-traits of personality to investigating broader profiles of personality and their implications for work, I have demonstrated that there are behavioural patterns that contribute to more productive and healthy employees. Furthermore, this research cautiously suggests that those characterized by specific patterns of conflict style use and high degrees of interpersonal adaptability experienced more favorable conflict, job, and well-being related outcomes. By identifying and understanding the manifestation of these profiles and the perceived outcomes associated with each, we can begin to understand how to best manage each of these varying groups in the workplace based on their profile attributes. Furthermore, the positive outcomes associated with the more beneficial profiles, such as the 'well-adjusted collaborators' who perceived that they were doing well both in their workplace relationships, job performance, and overall well-being, may be achieved by the less successful profiles through proper conflict skills and adaptability training, as well as training in emotion regulation. Therefore, by identifying the profile that an individual belongs to, one can identify their respective needs and provide the

necessary training to help them succeed in the workplace, representing an important applied implication for this research in improving the workplace.

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Appendix A – Measurement Scales**Short Work Attachment Measure (SWAM)**

Leiter, M. P., Day, A., & Price, L. (2015) Attachment styles at work: Measurement, collegial relationships, and burnout. *Burnout Research*, 2(1), 25-35.

Instructions: Please indicate the extent to which the following items describe yourself.

Response Options: 1 = not at all like me, 2, 3 = somewhat like me, 4, 5 = very much like me

Anxiety Items

1. I worry that others don't value me as much as I value them.
2. I worry that I won't measure up to other people at work.
3. I fear that friends at work will let me down.
4. Others are often reluctant to be as close as I would prefer at work.
5. I'm afraid to reveal too much about myself to people at work.

Avoidance Items

6. I make close friendships at work. (R)
7. I like to have close personal relationships with people at work. (R)
8. A close friendship is a necessary part of a good working relationship. (R)
9. I work hard at developing close working relationships. (R)
10. I don't need close friendships at work.

The Dutch Test for Conflict Handling (DUTCH)

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.

Response options: 1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Always

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.

Children's Perceptions of Inter-parental Conflict (CPIC) Adapted (Self)

Grych, J.H., Seid, M., & Fincham, F.D. (1992). Assessing marital conflict from the child's perspective: The Children's Perception of Interparental Conflict Scale. *Child Development*, 63, 558-572.

Instructions: Please tell us what you think or feel about your own tendency to argue or disagree with others in the workplace.

Response options: true, sort of true, false

Frequency

- 1.*I never argue or disagree with others
- 10. I argue or disagree with others a lot
- 16. I am often mean to others
- 20. I often argue with my co-workers
- 29.* I hardly ever argue with my co-workers
- 37. I often nag and complain about others around the office

Intensity

- 5. I get really mad when I argue with others
- 14.* When I have a disagreement with someone I discuss it quietly with them
- 24. When I have an argument with someone I say mean things to them
- 33. When I have an argument with someone I yell a lot
- 38.* I hardly ever yell when I have a disagreement
- 40. I have broken or thrown things during an argument

45. I have pushed or shoved others during an argument

Resolution

2.* When I have an argument with someone I usually work it out with them

11. Even when I stop arguing with someone I stay mad at them

21.* When I disagree with someone about something, I usually come up with a solution

30.* When I argue with others I usually make up with them right away

41.* After I stop arguing, I am friendly toward the other person

48. I still act mean after I have had an argument with someone

NOTE.-Items marked with an asterisk should be reverse scored.

Jehn's Intra-Group Conflict Scale (1995)

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

Instructions: Please indicate the extent to which the following applies to you.

Responses options: 1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Very Often

Relational Conflict Subscale

1. How often is there tension in your relationship with your co-workers?
2. How often is there emotional conflict in your relationship with your co-workers?
3. How frequently do you and your co-workers get angry while working together?

Task Conflict Subscale

4. How often is there conflict of ideas when you are working with your co-workers?
5. How frequently do you have disagreements with your co-workers about the job or tasks you perform?
6. How frequently do you and your co-workers have conflicting opinions about the job or tasks you are working on?

General Health Questionnaire (GHQ)

Goldberg, D., & Williams, P. (1988). *A user's guide to the General Health Questionnaire*. Windsor, UK: NFER-Nelson.

Instructions: Using the response options below, please answer these questions as best as you can in regards to the extent these apply to you.

Response Options: 1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Often, 5 = Always

Have you recently...

1. Been able to concentrate on whatever you're doing?
2. Lost much sleep over worry?
3. Felt that you are playing a useful part in things?
4. Felt capable of making decisions about things?
5. Felt constantly under strain?
6. Felt you couldn't overcome your difficulties?
7. Been able to enjoy your day-to-day activities?
8. Been able to face up to your problems?
9. Been feeling unhappy or depressed?
10. Been losing confidence in yourself?
11. Been thinking of yourself as a worthless person?
12. Been feeling reasonably happy, all things considered?

Job-related Affective Well-being Scale

Van Katwyk, P. T., Fox, S., Spector, P. E., & Kelloway, E. K. (2000). Using the Job-Related Affective Well-Being Scale (JAWS) to investigate affective responses to work stressors. *Journal of Occupational Health Psychology*, 5(2), 219-230.

Instructions: Below are a number of statements that describe different emotions that a job can make a person feel. Please indicate the amount to which any part of your job (e.g., the work, coworkers, supervisors, clients, pay) has made you feel that emotion in the past month.

Response options: 1 = Never, 2 = Rarely, 3 = Sometimes, 4 = Quite Often, 5 = Extremely Often

1. My job made me feel angry.
2. My job made me feel anxious.
3. My job made me feel at ease.
4. My job made me feel bored.
5. My job made me feel calm.
6. My job made me feel content.
7. My job made me feel depressed.
8. My job made me feel discouraged.
9. My job made me feel disgusted.

10. My job made me feel ecstatic.
11. My job made me feel energetic.
12. My job made me feel enthusiastic.
13. My job made me feel excited.
14. My job made me feel fatigued.
15. My job made me feel frightened.
16. My job made me feel furious.
17. My job made me feel gloomy.
18. My job made me feel inspired.
19. My job made me feel relaxed.
20. My job made me feel satisfied.

Self-Rated Job Performance

Gilin et al., (2014). Unpublished Measure.

Instructions: Considering all of your job duties and responsibilities, how would you rate the following about your work over the past month?

Responses Options: Poor, Fair, Good, Very Good, Excellent

1. The amount of work that you accomplished
2. The quality of your work
3. Your overall performance

I-ADAPT

Ployhart, Robert E.; Bliese, Paul D. Burke, C. Shawn (Ed); Pierce, Linda G. (Ed); Salas, Eduardo (Ed), (2006). Understanding adaptability: A prerequisite for effective performance within complex environments. Advances in human performance and cognitive engineering research (Vol 6), (pp. 3-39). Amsterdam, Netherlands: Elsevier.

Instructions: Please indicate the extent to which you agree with the following statements.

Response Options: 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree.

Interpersonal-Oriented Adaptability

1. I believe it is important to be flexible in dealing with others
2. I tend to be able to read others and understand how they are feeling at any particular moment
3. My insight helps me to work effectively with others
4. I am an open-minded person in dealing with others
5. I am perceptive of others and use that knowledge in interactions
6. I try to be flexible when dealing with others
7. I adapt my behavior to get along with others

Demographic Survey

Please answer the following questions by checking off the circle next to the appropriate answer or writing in your response in the text box provided.

1. What is your age? _____ years

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, please specify...

4. Do you identify yourself as part of a minority group or other diverse population (based on social, ethnic, sexual orientation, ability, or other characteristic)? Yes
No

5. What is the highest level of education you have attained?
 - a. Earned doctorate (Ph.D., D.Sc., D.Ed.)
 - b. Masters (M.A., M.Sc., M.Ed.)
 - c. Degree in Medicine, Dentistry, Veterinary Medicine, or Optometry (M.D., D.D.S., D.M.D., D.V.M., O.D.)
 - d. Bachelor or undergraduate degree, or teacher's college (B.A., B.Sc., LL.B., B.Ed.)
 - 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, please specify: _____

6. What type of industry do you work in?
 - a. Construction

- b. Manufacturing
- c. Services-producing sector
- d. Transportation and warehousing
- e. Finance, 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, please specify: _____

7. What is your current job title?

8. On average, how many hours do you work per week?

9. How long have you been employed at your current place of work?

less than 6 months 2 to 3 years 5 to 10 years 25 to 30 years

6 months to 1 year 3 to 4 years 10 to 15 years more than 30 years

- 1 to 2 years 4 to 5 years 15 to 20 years

10. Do you work in a management or supervisory job role? Yes No

11. Have you experienced at least one conflict in your current workplace in the past six months? Yes No

12. What is your marital status?

- Single Common Law Widow
- Married In a serious relationship Divorced

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

- 0
- 1-2
- 3-4
- 5+

Screening Questions

Please answer the following questions by checking off the circle next to the appropriate answer or writing in your response in the text box provided.

1. Are you employed at one organization full-time? Yes No*

NOTE: IF CLICK NO, THEN SURVEY WILL TERMINATE – PARTICIPANTS ARE INELLIGABLE IF THEY ARE NOT EMPLOYED

2. Are you 18 years of age or older? Yes No*

NOTE: IF PARTICIPANTS INDICATE THEY ARE LESS THAN 18, THE SURVEY WILL TERMINATE.

Appendix B – Informed Consent Form

INFORMED CONSENT FORM

Conflict Management and Attachment Styles: Investigating Individual Profiles and Their Relationships with Relevant Outcomes
SMU REB # 16 - 300

Alycia Damp, Beth DeCoste, Dr. Debra Gilin Oore
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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 read the statement below and check the box if you agree to participate:

I understand what this study is about and appreciate the risks and benefits. I have had adequate time to think about this and have had the opportunity to ask questions. I understand that my participation is voluntary and that I can end my participation at any time. By checking this box I give consent to participate in the present research.

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

Appendix C – Feedback Letter**FEEDBACK LETTER**

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

SMU REB File # 16 - 300

Alycia Damp, Beth Decoste, and Dr. Debra Gilin Oore

Department of Psychology, Saint Mary's University, Halifax, NS B3H 3C3

Phone # 902 420 5846; Fax # 902 496 8287

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.