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The Three-way Interactions of Gender, Supervisor's Gender, and Country on the Strategies for Managing Conflict of Millennials: An Exploratory Study in 10-Countries

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Abstract

Purpose – This field study investigates the interactive relationships of Millennial employee's gender, supervisor's gender, and country culture on the conflict-management strategies (CMS) in ten countries (USA, China, Turkey, Germany, Bangladesh, Portugal, Pakistan, Italy, Thailand, and Hong Kong).

Design/methodology/approach – This exploratory study extends past research by examining the interactive effects of Gender \times Supervisor's gender \times Country) on the CMS within a single generation of workers, Millennials. The Rahim Organizational Conflict Inventory–II (ROCI–II), Form A was used to assess the use of the five CMS (integrating, obliging, dominating, avoiding, and compromising.). Data analysis found CMS employed in the workplace are **associated** with the interaction of worker and supervisor genders and the national context of their work.

Findings – Data analysis ($N = 2,801$) was performed using the Multivariate Analysis of Covariance (MANCOVA) with work experience as a covariate. The analysis provided support for the three-way interaction. This interaction suggests how one uses the conflict-management strategies depends on self-gender, supervisor's gender and the country where the parties live. Also, the covariate – work experience – was significantly associated with CMS.

Research limitations/implications – One of the limitations of this study is that we collected data from a collegiate sample of employed management students in ten countries. There are significant implications for leading global teams and training programs for mid-level Millennials.

Practical implications – There are various conflict situations where one conflict strategy may be more appropriate than others. Organizations may have to change their policies for recruiting employees who are more effective in conflict management.

Social implications – Conflict management is not only important for managers, it is important for all human beings. Individuals handle conflict every day and it would be really good if they could handle it effectively and improve their gains.

Original value – No study to our knowledge has tested a three-way interaction of variables on CMS. This study has a wealth of information on conflict-management strategies for global managers.

Keywords: Millennials, conflict-management strategies, cross-cultural study, MANCOVA analysis, 3-way interaction

Paper type Research paper

Interpersonal conflict is inevitable in organizations. One of the major sources of interpersonal conflict is the interdependence of workers to achieve the mission of their organization (Rahim, 2011). Conflict within organizations is not necessarily unproductive when it is properly managed. Recent research has examined the role of gender on the use of CMS with special emphasis on examining whether the choice of CMS varies among different generations of workers in the United States (Rahim and Katz, 2019). The value-added contribution of the present study is that it investigates the cross-cultural interactive relationships of gender, supervisors' gender, and country (culture) to the CMS of the Millennials. It is expected that the study will strengthen the literature in the areas of conflict management.

The Millennials

Recently, one generation of workers has drawn significant attention within the global business press and management practitioners: workers born between 1981 and 2000, or Millennials (Cogin, 2012; Egri and Ralston, 2004; Kundi and Bader, 2021; Taylor, 2015). More than 35% of the labor force are Millennials, making them the largest generation in the labor force (Pew Research Center, US Census Bureau). This generation of workers are currently entering mid-career status with 62 percent indicating they are currently responsible for managing subordinates. Interestingly, Millennials reportedly are not only managing their peers but also managing workers from their younger generation (Gen-Z) and two older generations (Gen-X and Baby boomers). As the future leaders are inclined to deal with workplace conflict effectively, may lead to change in the selection, training, and promotion policies in organizations. Another issue is the Millennials' sense of entitlement is becoming critical to organizations (Brant and Castro, 2019). Millennials (also known as Gen-Y) are more entitled than the previous three generations (Traditionalists, Baby-boomers, and Gen-X).

Positive Characteristics

Millennials purportedly are bringing to their work relationships a high regard for personal values and seeking consensus while serving as team-oriented leaders (Cogin, 2012; Culiberg and Mihelic, 2016; Perna, 2020). Their other positive characteristics include the following: they work well in teams, like frequent communication with their supervisors, and want to bring about changes in their organizations. These characteristics indicate that some of them use the collaborative approach

to conflict management. Some Millennials have initiated conflict with older workers and supervisors because they felt bad about unfairness in their organizations. Under these situations conflict is inevitable. “While confronting their supervisors, they take an aggressive stand (‘you are wrong, you should change’) and learn that the organization is duplicitous and that they should initiate conflict with supervisors in the future to protect against unfairness” (Jassawalla and Sashittal, 2017, p. 644).

Negative Characteristics

It has been suggested that the Millennials have “inflated self-esteem, unrealistic and grandiose expectations for prime work, promotions, and rewards, and a general lack of patience and willingness to grudge through unglamorous components of work” (Thompson and Gregory, 2012, p. 231). Stereotypes about this generation of workers are that they are self-centered, lacking in commitment to work, unmotivated, and disrespectful. They have a tendency toward complexity avoidance. Also, this generation is associated with a rising level of narcissism (Giambatista, Hoover, Duane and Tribble, 2017). Recent reports suggest that the Millennials “are not open to opinions other than their own, and it would seem that individuals with this mindset would prefer a controlling, self-oriented, conflict-management style” (McDaniel, McKinney and Kimsey, 2017, p. 1). These characteristics indicate that the Millennials primarily use assertiveness in dealing with interpersonal conflict. There are concerns about how they will communicate with other organizational members. Millennials may enter an organization with attitudes and behaviors Gen X and Baby-boomers find unacceptable.

In addition, recent conceptual research has suggested that the relationship between Millennials and their supervisors, particularly with respect to better understanding conflict-management is an important area for investigation. Finally, limited empirical research examining the superior–subordinate relationship in a company reports that values and situational factors (personality, referent role, task, and existing relationship of the worker and their supervisor play important roles in understanding supervisor–subordinate conflict (Ismail, Richard, and Taylor, 2012).

In the present study we seek to better understand the CMS of the millennial employees that are influenced by their gender, their supervisor’s gender (genders), and their countries in which they

live. In other words, we investigate the main and 2-way and 3-way interactive relationships of these variables to the Millennials' CMS. To our knowledge, there is no study which has investigated the relationship between supervisor's gender to conflict-management strategies. Another important issue is that the majority of reported research on the use of CMS focuses on domestic samples of employees, primarily in the United States. The call to examine empirically how workers change their CMS in a global context has been cited in the relevant literature for more than 20 years (Kozan, 1997; Morris et al., 1998; Rahim and Blum, 1994). Clearly, Millennials are among the first generation of managers, particularly since the Coronavirus Pandemic has forced them to lead, manage, and deal with conflict remotely. These millennials are expected to manage conflict effectively among a highly heterogeneous population of global workers within their organizations (Perna, 2020).

Conflict-Management Strategies

There are various styles of behavior by which interpersonal conflict may be handled. Prior to World War II, Mary P. Follett (1926/1940) found three main ways of dealing with conflict: domination, compromise, and integration. She also found other ways of handling conflict in organizations, such as avoidance and suppression. More than three decades later, Blake and Mouton (1964) first presented a conceptual scheme for classifying the modes (styles) for handling interpersonal conflicts into five types: forcing, withdrawing, smoothing, compromising, and problem solving. They described the five modes of handling conflict on the basis of the attitudes of the manager: concern for production and concern for people. More than a decade later, Thomas (1976) reinterpreted their scheme. He considered the intentions of a party (cooperativeness, i.e., attempting to satisfy the other party's concerns; and assertiveness, i.e., attempting to satisfy one's own concerns) in classifying the modes of handling conflict into five types.

Three years later, Rahim and Bonoma (1979) differentiated the styles of handling conflict on two basic dimensions: concern for self and concern for others. The first dimension explains the degree (high or low) to which a person attempts to satisfy his or her own concern. The second dimension explains the degree (high or low) to which a person attempts to satisfy the concern of others. It should be pointed out that these dimensions portray the motivational orientations of a given individual during conflict. Studies by Ruble and Thomas (1976) and Van de Vliert and Kabanoff (1990) yielded general support for these dimensions. The combination of the two

dimensions results in five specific styles of handling interpersonal conflict, as shown in Figure 1 (Rahim and Bonoma, 1979, p. 1327). How an organizational member handles his or her conflict depends on the relevant situation or state in which they find themselves. Specifically, Rahim's (2011) dual-concern model proposes a taxonomy of situations (states) where each strategy is appropriate or inappropriate (pp. 51–54, Table 4–1).

Insert Figure 1 about here

According to this model, the five strategies for handling conflict are as follows:

1. Integrating (high concern for self and others) style is associated with problem solving, i.e., the diagnosis of and intervention in the right problems. The use of this style involves openness, exchanging information, looking for alternatives, and examination of differences to reach an effective solution acceptable to both parties. This is useful for effectively dealing with complex problems.

2. Obliging (low concern for self and high concern for others) style is associated with attempting to play down the differences and emphasizing commonalities to satisfy the concern of the other party. An obliging person neglects his or her own concern to satisfy the concern of the other party. This style is useful when a party is not familiar with the issues involved in a conflict or the other party is right and the issue is much more important to the other party.

3. Dominating (high concern for self and low concern for others) style has been identified with win–lose orientation or with forcing behavior to win one's position. A dominating or competing person goes all out to win his or her objective and, as a result, often ignores the needs and expectations of the other party. This style is appropriate when the issues involved in a conflict are important to the party or an unfavorable decision by the other party may be harmful to this party. Two types of domination are respectful and exploitative. Respectful, not exploitative, domination can be used in organizations in certain situations.

4. Avoiding (low concern for self and others) style has been associated with withdrawal, buck-passing, or sidestepping, or “see no evil, hear no evil, speak no evil” situations. An avoiding person fails to satisfy his or her own concern as well as the concern of the other party. This style may be used when the potential dysfunctional effect of confronting the other party outweighs the

benefits of the resolution of conflict. This may be used to deal with some trivial or minor issues or a cooling off period is needed before a complex problem can be effectively dealt with.

5. Compromising (intermediate concern for self and others) style involves give-and-take whereby both parties give up something to make a mutually acceptable decision. This style is useful when the goals of the conflicting parties are mutually exclusive or when both parties, e.g., labor and management, are equally powerful and have reached an impasse in their negotiation process. This style can be used when consensus cannot be reached, and/or the parties need a temporary solution to a complex problem.

Face Negotiation Theory

Face negotiation theory suggests that “face” is an important framework for considering differences in CMS in organizations (Brew and Cairns 2004; Zhang, Ting-Toomey, and Oetzel, 2014). Self-face and other-face are the two primary face concerns. Studies have suggested that men typically have higher levels of self-face, and therefore seek to save face in their organizations, while women are more focused on the face of others. Consistent with the face-negotiation theory, Rahim and Katz’s (2019) 40-year (from 1980 to 2000) study reported that female employees use more “non-forcing” strategies, such as integrating, obliging, compromising and avoiding strategies than male employees, while male employees will generally employ more forcing strategies, such as dominating to achieve their objectives.

CMS in a Global Setting

The cross-sectional evaluation of gender on CMS yielded inconsistent results until examined in a generational context (Rahim and Katz, 2019). The impact of gender for self and gender of supervisor on the CMS can be further extended by assessing how employees use their conflict strategies in each of the 10 countries. Prior studies have found promising results when assessing the use of CMS in different countries (see for example, Doucet et al., 2009; Katz et al., 1999; Ma, Erkus and Tabak, 2010; Ting-Toomey et al., 1991; Vollmer and Wolf, 2015).

Research on national culture suggests that organizational factors in a country influence how the people of different nations collectively embrace certain values and principles (Hofstede, Neuijen, Ohayv, and Sanders (1990). For example, in countries where individual effort is highly valued, the efforts of the individual will be more generously rewarded than in countries where collectivism

is highly valued. Thus, organizations headquartered in the United States may tend to define success (Katz, Werner and Brothers, 1999) in different and predictable ways from those in more collectivist countries (Pagell, Katz, and Sheu, 2005). It has been suggested that factors defining national culture will result in systematic differences in creativity, innovation, and social acceptance (Florida, 2005; Kim et al., 2004; Morris et al., 1998; Ristic, Ljepava, Qureshi and Milla (2020). We believe examining the use of CMS cross-nationally within a single generation of workers will make a value-added contribution to the literature on conflict-management.

Based on the preceding discussion, we ask five research questions believed to provide potentially useful additional evidence for the study of CMS in a global context. With respect to cross-national differences in the use of CMS, our study is designed answer the following questions:

1. Are there significant country differences in CMS?
2. Are there significant differences in CMS based on the gender of the worker?
3. Are there significant differences in CMS based on the gender of the supervisor?
4. Are there significant 2–way interactions of gender, genders, and country on CMS?
5. Is there a significant 3–way interaction of gender, genders, and country culture on CMS?

Method

Measurement

For more than 40 years, one of the most popular and repeatedly-validated methods for assessing the five strategies for handling interpersonal conflict with a supervisor (integrating, obliging, dominating, avoiding, and compromising) has been the 28–item Rahim Organizational Conflict Inventory–II, Form A (ROCI–II), (Rahim, 1983a,b). The items of the ROCI use a 5–point Likert scale (5=Strongly Agree to 1= Strongly Disagree) to measure the CMS of subordinates. A higher score indicates greater use of a strategy for handling interpersonal conflict with a supervisor.

In a large-scale study validating the five-factor Rahim dual-concern model, Rahim and Magner (1995) used five different samples ($N = 2,076$) that provided empirical support for the convergent and discriminant validities of the ROCI–II and the invariance of the five-factor model across referent roles (i.e., superiors, subordinates, and peers), organizational levels, and four of the five samples. Numerous studies have supported the criterion validity of the ROCI–II (e.g., Hammock

and Richardson, 1991; Kim et al., 2004; Landaela and Grun, 2011). Rahim (2011) reports the ROCI-II subscales are not associated with social desirability response bias.

Most studies assessing strategies for managing conflict primarily employed domestic subjects, and/or did not control for work experience, age, or genders. Thus, we believe to advance the study of conflict-management approaches in organizations, the global context as well as the gender of the employee and employees' supervisor along with the work experience of the worker, must be considered. The ROCI-II sample of items for CMS are as follows:

- “I try to integrate my ideas with those of my supervisor to come up with a decision jointly.” (integrating)
- “I usually allow concessions to my supervisor.” (obliging)
- “I use my influence to get my ideas accepted.” (dominating)
- “I try to stay away from disagreement with my supervisor.” (avoiding)
- “I usually propose a middle ground for breaking deadlocks. (compromising)

Sample

We used the mailing list of the International Association for Applied Management (IAAM) that was founded in 1990. The list is mainly composed of 2,400 business administration faculty and doctoral students. We used this list to invite scholars from outside the US to collaborate with us for data collection. We received positive responses from 14 countries, but scholars from 10 countries completed data collection on a timely basis. Each research collaborator agreed to administer the ROCI-II, Form A to employed undergraduate students who were Millennials. We used the data from the 10 countries for our study. In addition, the questionnaire included demographic information regarding the respondents.

The average age of the respondents was 27.55 ($SD = 5.14$). The average work experience of the respondents was 5.01 ($SD = 4.36$) and the average work experience with the present supervisor was 2.73 ($SD = 2.63$). Overall, 42.5 percent of the respondents were female and 31.8 percent of the supervisors were female. The data were collected from industries such as manufacturing, transportation, hospitality, finance, and the service industry.

Analysis and Results

We analyzed the data from the 10 countries to check the psychometric properties of the CMS measures. Next, our data analysis was focused on finding answers to the five research questions. SPSS 26 and LISREL 10.3 statistical packages were used for data analysis.

Validity Assessment

To assess the validity of the ROCI-II, Form A, confirmatory factor analysis of the CMS items was computed. Results show acceptable fit indexes (RMSEA = .08, Standardized RMSR = .02, NFI = .96, CFI = .96, IFI = .96, RFI = .93, GFI = .96) for the five-factor solution. The existing studies provide evidence of construct validity for the instrument. The present study provides additional support for the convergent, discriminant, and criterion validities which are needed to support the construct validity of the ROCI-II. Evidence of this validity was also provided by several studies, particularly the study by Rahim and Magner (1995).

The analysis also shows the results of a single-factor solution. The fit indexes (RMSEA = .23, Standardized RMSR = .12, NFI = .67, CFI = .68, IFI = .68, RFI = .58, GFI = .71) were all unsatisfactory. In other words, the data did not fit the single-factor model and, as a result, the absence of five dimensions or the presence of common method variance in the measure should not be assumed.

Convergent

Validity.

Discriminant Validity. The squared correlations between factors were less than the average variance extracted for each factor. Results show that there is strong support for the discriminant validity of the CMS factors.

Univariate Normality. The sample exhibited a high degree of univariate normality with skewness and kurtosis statistics well within the acceptable levels of 1 and 7 for all items. Table 1 reports the means, standard deviations, unbiased estimate of reliability using strictly parallel model, indicator reliabilities, Pearson correlations, and variance inflation factor for the five variables.

Insert Table 1 about here

Reliability Assessment

It is usual to assess internal consistency reliability (ICR) with Cronbach alpha, but we assessed the unbiased ICR with the Strict-Parallel model. This a conservative method to assess ICRs and for the present study they ranged between .72 and .90 which are considered adequate. Each item has a reported R^2 that measures the item's variance explained by its factor. This measure of indicator reliability (IR) should exceed .50 for each of the observed variables. The R^2 s for all the ROCI-II items ranged between .62 and .82. These reliabilities were judged sufficient. Whereas the ICR measures the extent to which the items in a subscale are correlated with each other, IR measures an item's variance explained by a factor. The variance inflation factor (VIF) that ranged between 1.10–1.96) were lower than 10.00 which indicate that multicollinearity was not a problem.

MANCOVA Model

We computed a Multivariate Analysis of Covariance (MANCOVA) to provide answers to the five research questions. The model used job experience as a covariate, respondent's gender, supervisor's gender (genders), and country (the three categorical variables) as the independent variables and five CMS as dependent variables. We computed the main, 2-way, and 3-way interactive relations of the three independent variables. The results are portrayed in Table 2.

Insert Table 2 about here

We used Roy's Largest Root, a conservative test, to assess the significance of each test. We also computed the Observed Power (OP) of each of the statistics. The OP for a statistic must be $\geq .80$ before it can be considered as significant. The effect of the control variable (covariate) was significant. The main effect of gender on CMS was not significant, but genders and country variables were significant. The 2-way interactions of Gender \times Genders was not significant, but Gender \times Country and Genders \times Country interactions were significant. Finally, the 3-way interaction of Gender \times Genders \times Country was significant. The 3-way interaction suggests that the three variables jointly influence the CMS. There were 50 significant interactions of the three variables on the five CMS. The figures for the interactions are provided in Figure 2 in the Appendix.

Answers to Research Questions

1. Are there significant country differences in CMS? Answer: There are significant country differences in CMS.
2. Are there significant gender differences in CMS? Answer: There are no significant gender differences in CMS.
3. Are there significant differences in CMS based on the supervisor's gender? Answer: There are marginal, but significant supervisor gender differences in CMS.
4. Are there significant 2-way interactions among gender, supervisor's gender, and country? Answer: Gender \times genders interaction was not significant, but gender \times country and genders \times country interactions were significant.
5. Is there a significant 3-way interaction of gender, genders, and country on CMS? Answer: The 3-way interaction of gender \times genders \times country was significant.

With respect to Research Question 1 regarding differences among the strategies for managing conflict used by Millennials in different countries, Table 3 reports the mean values for each strategy by country. For example, the integrating strategy is the most commonly-employed CMS in the United States and Hong Kong while the obliging strategy is most-common in Germany, Bangladesh, and Pakistan. Dominating strategy is the most commonly-used in Italy and avoiding strategy is primarily used in Banglaesh. Finally, compromising strategy is primarily employed in China, Turkey, Portugal, and Thailand. In confirming Question 1, The Box Test of Equality ($M = 4002.12$, $F = 6.57$, $p < .0001$) also indicates significant differences in the CMS mean values by country.

Insert Table 3 about here

As reported in Table 3, the main effects of genders and country are significant. The 2-way interactions of gender \times country and genders \times country and the three-way interactions (gender \times genders \times country) are significant. As Table 3 displays, there are significantly different levels of CMS components for the respondents based on the countries. That is for example, workers in the

USA reported using the integrating strategy most often while workers in China reported using the compromising strategy most often.

Because the 2-way and 3-way interactions are sometimes difficult to visualize the results reported in Table 2, Table 4 provides additional information. Specifically, Table 4 reports the highest means and lowest means in the use of each conflict-management strategy for each country by supervisor–subordinate pairing. It should be noted that after a 3–way interaction is significant, there is no need to analyze the main and 2-way interactive relationships.

Insert Table 4 about here

For example, in the United States, the female Millennial worker is more likely to employ an integrating strategy for dealing with conflict when supervised by a female (F–F in the numerator) whereas a male Millennial worker would be least likely to employ an integrating strategy with a male supervisor (M–M in the denominator). In cases of convergence (denoted with a C) or interaction (denoted with an X), those are also indicated in Table 4.

Table 4 adds the gender of the worker’s supervisor in the 3–way interaction of worker gender \times supervisor-gender \times nationality. For example, female workers having female supervisors in the USA reported the use of the integrating strategy as the most common while the same CMS component was reported to be least commonly used among male workers and their male supervisors. In addition, we found nationalities where the use of CMS components either converged or interacted when examining differences between the workers and differing genders of their supervisors. For example, in the USA the use of the dominating strategy by male workers was found to be roughly the same irrespective of the gender of the worker’s supervisor. Conversely, in China female workers were found to be more likely to use a dominating strategy with a female supervisor while a male worker was found to be more likely to use the same CMS strategy with a male supervisor. The former reflects a convergence of CMS in the USA while the latter is characteristic of an interaction (or “flipping of the mean”) in China.

Discussion

We began this exploratory investigation hoping to extend the recent work by Rahim and Katz (2019) and Jassawalla and Sashittal (2017) by examining the use of the strategies for managing conflict in different national contexts within the gender and genders relationship for one important generation of workers, Millennials. Along the way, we sought to include the valuable lessons provided by Doucet, Jehn, Weldon, Chen, and Wang (2009) regarding the importance of cross-national differences in conflict management research as well as the work by Ismail, Richard, and Taylor (2012) regarding the supervisor–subordinate relationship in workplace conflict.

The design of our study considered evidence provided by prior research addressing national culture and its potential influence on how workers perceive their roles in organizations and how those perceptions potentially affect their conflict-management strategies (e.g., Kozan, 1997; Morris et al., 1998; Ting-Toomey et al., 1991).

In particular, Rahim and Katz (2019), in a study covering 40 years of collected data, reported that gender and the generation of worker are key aspects for understanding the use of CMS. We chose to focus on Millennials as the primary subjects of our investigation because of their importance to the current and future global workplaces and their unique views of the work environment (Perna, 2020; Howe and Strauss, 2000). Employing a consistent and widely-recognized inventory to measure conflict-management preferences allowed us to begin assessing how those preferences, or strategies, systematically vary by national context and gender of the worker as well as the gender of the worker’s supervisor. To assure we were capturing similar levels of experience, the work experience of the respondent was controlled in our analysis.

What we were surprised to find was the three-way interaction among the genders of the worker and the worker’s supervisor across the countries included in this study. While we initially assumed the integrating strategy of conflict-management behavior would be universally employed across the countries studied, we quickly learned that obliging, dominating, avoiding, and compromising strategies were the most likely approaches in certain countries as Table 1 displays. Overall, our study confirms the benefits of the five-factor model for analyzing conflict-management approaches.

Implications for Management

At the micro-level, interventions are needed to improve employees' CMS competencies with education and specific job-related training. Training can help improve employees' understanding of the situations where each strategy is appropriate or inappropriate. Rahim (2011) has suggested a list of situations where each CMS is appropriate or inappropriate. He has also provided exercises and cases that can be used for conflict-management training.

Table 4 is a potentially useful source of information for training programs, particularly for global managers to better understand how the gender relationship between worker and supervisor may impact the choices for managing conflict. In particular, diversity and awareness training for management development programs will benefit from our work in support of the work by Kristof-Brown, Zimmerman, and Johnson (2005) and Chen and Tjosvold (2002).

At the macro-level, organization leaders should consider adopting the policy of recruiting employees who are likely to possess the CMS competencies. This policy shift would involve changing their traditional criteria for selecting employees. Also, at the macro-level, organizational leaders should consider implementing a culture of learning that will promote using the CMS appropriately. Another useful area for change will involve creating a somewhat flat and flexible organization structure that will promote constructive use of the CMS.

Strengths and Limitations of the Study

This study brings much-needed focus on factors impacting on the choice of conflict-management strategies. This study provides affirmative evidence to accept our research questions and answers but more work is clearly needed. Specific dimensions regarding national and organizational culture contexts would provide potential prescriptiveness to the topic. Further researchers may be interested in industry factors, size of the firm, organizational level, and the work groups as variables to extend the findings reported here. One of the strengths of this study is that the measures of endogenous and exogenous variables were collected from one group of employees who are educated Millennials. Limitations of this study; including collecting data from collegiate samples, might limit the generalizability of the results.

Directions for Future Research

Further research is needed to enhance our understanding of the relationships of CMS and the effectiveness of employees in various industries. This study shows whether CMS influences differ among managers and employees. Other criterion variables for future research should include some indicators of leadership effectiveness, creativity, job satisfaction, organizational citizenship behavior, and organizational justice. Organizations should also study the antecedents of CMS, such as organizational culture, structure, and leadership which are neglected areas of conflict management research. We are also suggesting that there should be empirical studies on Rahim's (2011) taxonomy of situations where each strategy is appropriate or inappropriate.

An important area of future research concerns carefully designing and evaluating the effects of training in CMS in enhancing the aforementioned criterion variables. Field experiments are particularly useful in evaluating the effects of CMS training and changes at the macro-level on individual, group, and organizational outcomes. There is also a] need for scenario-based and laboratory studies that control some of the extraneous variables to better understand the effects of employees' CMS.

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Figure 1
The Dual-Concern Model:
Strategies for Managing Conflict

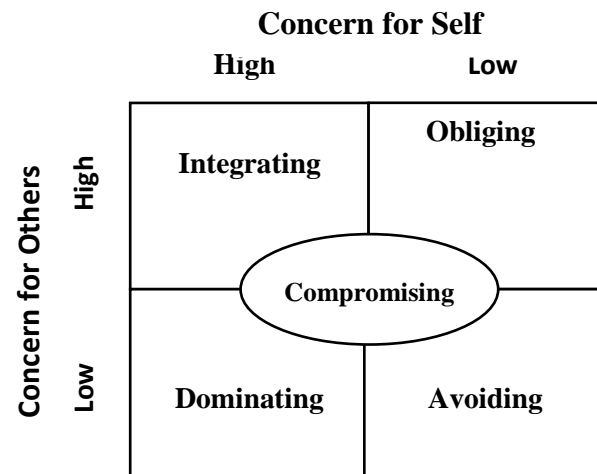


Table 1
Variable Means, Standard Deviations, Unbiased and Indicator
Reliabilities, Intercorrelations, and Variance Inflation Factor

| Conflict Strategy | Mean | UER | IR | 1 | 2 | 3 | 4 | 5 | VIF |
|-------------------|------|-----|-----|------|------|------|------|------|------|
| 1. Integrating | 3.98 | .90 | .86 | 1.00 | | | | | 1.96 |
| 2. Obliging | 3.62 | .80 | .62 | .49 | 1.00 | | | | 1.67 |
| 3. Dominating | 3.28 | .72 | .62 | .22 | .24 | 1.00 | | | 1.10 |
| 4. Avoiding | 3.37 | .76 | .87 | .06 | .41 | .75 | 1.00 | | 1.25 |
| 5. Compromising | 3.67 | .72 | .67 | .64 | .41 | .14 | .06 | 1.00 | 1.76 |

Note: $N = 2,801$. UER = Unbiased estimate of (internal consistency) reliability, IR = Indicator reliability, VIF = Variance inflation factor. Correlations $\geq .10$ is significant at $p < .05$ (two-tailed).

Table 2
MANCOVA with Respondent's Gender, Supervisor's Gender and Countries
as Independent Variables, Job Experience as a Covariate, and Five
CMS as Dependent Variables

| Variables | <i>Roy's Largest Root</i> | <i>F</i> | <i>Observed Power</i> |
|-------------------------------|-------------------------------|-------------|---------------------------|
| Covariate | | | |
| Job experience | 0.013 | 7.29*** | 1.00 |
| Main effects | | | |
| Respondent's Gender | 0.002 | 0.88 | 0.32 |
| Supervisor's Gender (Genders) | 0.002 | 2.76* | 0.83 |
| Country | 0.413 | 126.62***** | 1.00 |
| 2-way Interactions | | | |
| Gender × Genders | 0.003 | 0.42 | 0.16 |
| Gender × Country | 0.19 | 5.72*** | 1.00 |
| Genders × Country | 0.08 | 2.38* | 0.99 |
| 3-way Interaction | | | |
| Gender × Genders × Country | 0.011 | 3.34** | 0.99 |

Note: 1. Gender = Gender of respondent, Genders = Gender of respondents' supervisors

2. Country = 10 countries

3. The five dependent variables are: Integrating, Obliging, Dominating, Avoiding, and Compromising CMS.

* $p < .05$. ** $p < .01$. *** $p < .001$. **** $p < .0005$.

Table 3
Means and Standard Deviations of CMS of the Millennials by Country

| Country | <i>n</i> | Integrating | Obliging | Dominating | Avoiding | Compromising |
|------------|----------|-------------------|-------------------|-------------------|-------------------|-------------------|
| USA | 430 | 3.86 (.61) | 3.31(.68) | 3.31(.68) | 3.39(.67) | 3.64(.60) |
| China | 312 | 3.46(.72) | 3.36(.69) | 3.36(.69) | 3.53(.69) | 3.68 (.62) |
| Turkey | 249 | 3.35(.55) | 2.96(.78) | 3.12(.73) | 3.10(.71) | 3.97 (.59) |
| Germany | 265 | 3.01(.98) | 3.13 (.80) | 3.06(.92) | 3.05(.92) | 3.06(.92) |
| Bangladesh | 268 | 3.90(.48) | 4.42 (.35) | 3.77(.56) | 4.04 (.47) | 3.88(.52) |
| Portugal | 251 | 3.56(.64) | 3.76(.86) | 2.94(.79) | 3.62(.88) | 4.02 (.66) |
| Pakistan | 250 | 3.70(.73) | 3.77 (.72) | 2.95(.87) | 3.64(.75) | 3.55(.71) |
| Italy | 256 | 3.91(.42) | 2.78(.66) | 3.96 (.69) | 3.17(.77) | 3.61(.47) |
| Thailand | 250 | 3.91(.64) | 2.82(1.03) | 3.10(.70) | 2.82(.91) | 4.22 (.72) |
| Hong Kong | 270 | 3.60 (.70) | 3.21(.30) | 3.18(.36) | 3.19(.38) | 3.16(.39) |
| Total | 2,801 | 3.61(.70) | 3.39(.86) | 3.28(.77) | 3.36(.80) | 3.67(.71) |

Table 4
Nationality and CMS of Millennials and Their Supervisors

| Country | Integrating | Conflict-Management Strategies | | | |
|-------------------------|--------------------|--------------------------------|--------------------|--------------------|--------------------|
| | | Obliging | Dominating | Avoiding | Compromising |
| USA (n = 430) | <u>F-F</u> M-M | <u>F-M</u> M-FC | <u>M-MC</u> F-F | <u>F-M</u> M-MC | <u>F-F</u> M-M |
| China (n = 312) | <u>F-FC</u> M-M | <u>M-F</u> M-M | <u>M-MX</u> M-F | <u>M-F</u> F-M | <u>F-MC</u> M-F |
| Turkey (n = 249) | <u>M-F</u> F-M | <u>M-F</u> M-M | <u>F-F</u> M-M | <u>M-FX</u> F-F | <u>M-F</u> F-M |
| Germany (n = 265) | <u>F-F</u> M-M | <u>F-FX</u> M-F | <u>F-FC</u> M-F | <u>F-FX</u> M-F | <u>M-FX</u> M-M |
| Bangladesh (n = 268) | <u>M-MX</u> F-M | <u>F-F</u> F-M | <u>F-F</u> M-M | <u>F-F</u> M-M | <u>F-FX</u> M-F |
| Portugal (n = 251) | <u>M-M</u> M-F | <u>M-FX</u> M-M | <u>MMX</u> F-M | <u>F-F</u> M-M | <u>M-M</u> M-F |
| Pakistan N = 250) | <u>M-MX</u> F-M | <u>F-F</u> F-M | <u>F-MC</u> F-F | <u>F-F</u> M-M | <u>F-MC</u> F-F |
| Italy (n = 256) | <u>F-F</u> M-M | <u>M-FX</u> F-F | <u>M-M</u> F-F | <u>M-MC</u> F-F | <u>M-F</u> F-M |
| Thailand (n = 250) | <u>M-MX</u> F-M | <u>M-F</u> F-M | <u>F-FC</u> F-M | <u>M-F</u> F-M | <u>F-FC</u> M-M |
| Hong Kong (n = 270) | <u>F-F</u> M-M | <u>F-MX</u> M-M | <u>M-FX</u> M-M | <u>M-F</u> M-M | <u>M-F</u> M-MC |

Note:

1. Highest (numerator) and lowest (denominator) displays the relevant marginal means for each conflict management strategy denoted by the employee gender-supervisor gender pairing.
2. "X" denotes interaction effect present. "C" denotes convergence of effect.
3. Respondent's gender: n = 2801, Female = 1212, Male = 1589;
4. Supervisor's gender: = 2801, Female = 949, Male = 1852

Appendix

Figure 2

Plots of Five Conflict-Management Strategies by the Gender of Respondent (Gender) and Gender of the Respondent's Supervisor (Genders) for Each Country

