

The Craft of Conflict Handling Amongst Taiwanese Adolescents

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Abstract: Conflict, as a behavior phenomenon cannot be avoided. It is present within different venues of life. This paper investigates the analysis of the perceived risk of conflict since it was deemed by both researchers as a fascinating phenomenon to explore. What may be deemed as a perceived risk amongst adults varies a great degree from what one considers identical risk amongst adolescent population. It has been shown to predict involvement in conflict. In this study each one of the conflict handling styles was correlated with the relationship conflict and then each one of the perceived risk factors explored in reference to the relationship conflict.

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1. Introduction

Conflict is present in all venues of life. Absolute conflict avoidance is impossible to achieve. Therefore, one may struggle to find a way to cope, handle, and resolve conflict situations. Some individuals are more prone to find themselves in conflict settings. The others are trying their very best to avoid it at all costs. Conflict, as such, may be handled differently by different age groups. Adolescent population in general is more vulnerable when it comes to many behavioral phenomena facing them due to the lack of experience and general level of maturity. Conflict is no exception!

This paper focuses on adolescent conflict as it relates to perceived risk of conflict amongst Taiwanese adolescent population. The authors of this paper explored perceived risk of adolescent conflict, studying the patterns of conflict handling styles as those correlated with both relationship conflict and perceived risks.

2. Purpose

While many studies have been conducted exploring conflict trigger mechanisms, conflict handling styles, and conflict risk factors, there is definitely an opportunity to correlate some of the above mentioned variables. Within this particular study, an observation will be made of how each perceived risk variables and conflict handling styles correlate and interact. Therefore, this research venture was positioned to explore that exact relationship.

3. Research Framework

As per the framework presented below, the researchers explored each one of the conflict handling styles up against the relationship conflict and then each one of the perceived risk factors. Both positive influence and correlations were studied as part of this

research. Each one of the conflict handling styles and perceived risk variables were correlated with the relationship conflict. The authors explored the relationship and correlation between the Rahim Organizational Conflict Inventory (ROCI-II) and relationship conflict on one end of the spectrum and perceived risk on the other.

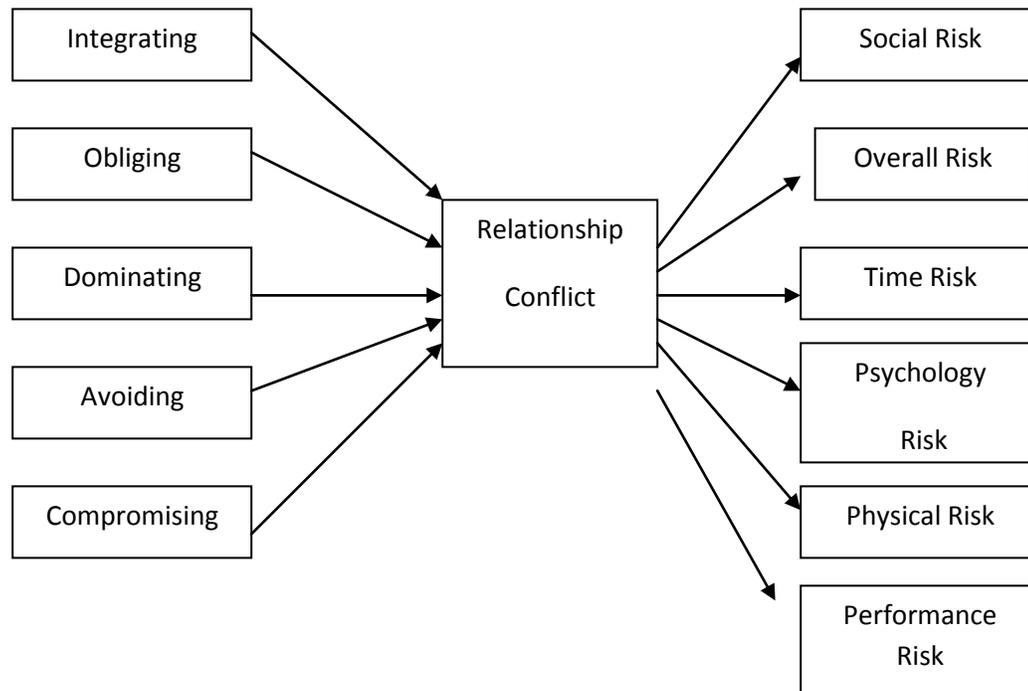
ROC-II-The Rahim Organizational Conflict Inventory consists of 28 concept questionnaire used to measure conflict management styles. Rahim (1995) suggests for the questionnaire to be used to measure five different styles of conflict handling: Integrating (IN), Obliging (OB), Dominating (DO), Avoiding (AV), and Compromising (CO). Each participating member responds to the questionnaire on a 5-point Likert scale measurements.

While there is whole plethora of definitions of relationship conflict and what it entails, one definition that probably best defines this concept is that the relationship conflict is, "the widest set of circumstances in which conflict parties perceive that they have mutually incompatible goals"(Introduction to Conflict resolution, 2013, para.15). How individuals learn, adapt, or handle this incompatibility may be addressed through the study of different conflict handling styles which this study touches upon.

The field of study correlating ROC-II and relationship conflict shows some significant findings of a significant correlation between conflict handling styles and relationship conflict. Ben-Ari and Hirsberg (2009) found quite strong statistically significant correlation between participants, "attachment style, coping strategy, and conflict perception" (p.59). Participant with stronger attachment mechanisms were more inclined not to fear conflict situations and use avoidance per se trying to strategize and resolve conflict (Ben-Ari & Hirsberg, 2009). The conflict attachment patterns in reference to Rahim's Conflict

Handling Inventory is explored some further in Bippus and Rollin 2013 study during which they emphasized the importance of person's attachment patterns as it correlates to the conflict handling styles for those individuals. Not possible to pursue in venue of this paper, it is an interesting findings that two set or

researchers found some variance in conflict handling styles between female and male participants while applying Rahim Organizational Inventory ROC II model (Manyak & Katono, 2010, Linde, van Verde, Havenga, Visagie, 2013).



4. Perceived Risk

Perceived risks are the subjective evaluation of possible consequences of a given action (Rolison & Scherman, 2003). The concept of perceived risk was developed by Bauer (1960). When consumers feel uneasy about the result of their actions or lack of action there is a perceived risk. This perceived risk is subjective (Bauer, 1960). When the individual is concerned with the outcome of an unsuitable decision or situation, he/she is faced with perceived risk (Fraedrich & Ferrell, 1992). It is how he/she views the event. Intentional behavior of an individual is defined by his/her attitude toward that behavior, subjective norms and perceived behavioral control. Risk perception is a complex theory that encompasses social, time, financial, physical, performance and psychological risks (Forsythe, Liu, Shannon, & Gardner, 2006; Liebermann & Stashevsky, 2002; Stone & Gronhaug, 1993; Chen, 2010). This theory plays a role in facilitating marketers to realize the world through consumer-based thought and to allocate marketing decisions (Chen, 2010). Perceived risk plays a role in the consumers' behavior in travel (Hunter-Jones et al., 2007), online banking (Aldas-Manzano et al., 2009), purchasing perishable items in a

grocery store (Tsiros & Heilman, 2005), online pharmacy shopping (Buttner, Schulz, & Silberer, 2005), online store shopping (Chang & Chen, 2008), credit card purchases (Goyal, 2008), and online game playing (Chen, 2010). An individual's behavior becomes perceived as risk when he cannot anticipate the outcome with certainty or feels the outcome might be undesirable. Strickland (2001) recognizes that withdrawing mechanisms may be quite prevalent if one perceives conflict situation as a direct threat, exploring many "what if" situations when perceived risk is imminent.

Because consumers are often forced to avoid mistakes than to maximize effectiveness in purchasing, perceived risk is an influential tool to explain their behavior. Studies have shown that perceived risk can negatively influence willingness to act a risky behavior (Keil et al., 2000; Nicolaou & McKnight, 2006; Chen, 2010). Consumers encounter higher levels of perceived risk related to probable cost through the internet transactions as compared to traditional environments. It is uncertainty and monetary cost that induce consumers' risk perception of online behavioral intention.

5. Methodology

Questionnaire design and pre-testing: A draft questionnaire was designed based on the above scales to examine the respondents' perceptions of styles in relationship conflict and risk perception. The multi-item questionnaire was used as the data collection instrument. Before distributing the questionnaires, the questionnaire was pre-tested among 50 high school students in Taipei, Taiwan. The 50 high school students were requested to complete the questionnaire and to provide any comments or feedback about the questionnaire statements to guarantee the validity of the instrument, readability and logical arrangement of the questions perceived by the research population. Clarification and modification based on their suggestions followed (Chang & Zelihic, 2013).

Sampling Procedures: Tenth to twelfth grade youth from 16 high schools which are located in north, middle, south, and east of Taiwan were invited to participate in the study during the 2010 school year. 1000 sampled subjects participated in the survey voluntarily. Two beginning questions of the questionnaire were asking the students to identify their gender and their high school (Chang & Zelihic, 2013).

Research Instruments/Measure: To measure relationship conflict we relied on Cox's (1998) Organizational Conflict Scale. Cox's scale focuses on the active hostility found in relationship conflict and is based on items such as "Much plotting takes place behind the scenes" and "One party frequently undermines the other" (Friedman, Tidd, Currall, & Tsai, 2000). The scale is distinct from other recent measures of relationship conflict, such as Jehn's (1995), in that it deals more with perceptions of active conflict behavior rather than perceptions of an overall state of conflict. In this study we used 4 items from the original scale found to better represent the underlying construct (Cox, personal communication). The scale uses a seven-point Likert style ranging from 1 for "strongly disagree" to 7 for "strongly agree." Cox found a reliability of .93 for the abbreviated scale, equal to the reliability found here.

6. Hypotheses

Hypothesis 1: The integrating and relationship conflict has a positive influence and significant correlation

Hypothesis 2: The obliging as relates to relationship conflict showed a positive and significant relationship

Hypothesis 3: The Dominating and relationship conflict has a positive influence and significant correlation.

Hypothesis 4: The avoiding and relationship conflict showed a positive and significant relationship

Hypothesis 5: The compromising and relationship conflict showed a positive and significant relationship

Hypothesis 6: The relationship conflict and overall risk has a positive influence and significant correlation.

Hypothesis 7: The relationship conflict and social risk has a positive influence and significant correlation.

Hypothesis 8: The relationship conflict and time risk has a positive influence and significant correlation.

Hypothesis 9: The relationship conflict and psychology risk has a positive influence and significant correlation.

Hypothesis 10: The relationship conflict and physical risk has a positive influence and significant correlation.

Hypothesis 11: The relationship conflict and performance risk has a positive influence and significant correlation.

7. Data Analysis

Correlation Analysis: This research uses the Pearson correlational analysis to measure the relationships between the pertinent variables. Table 1 shows the relationship between conflict behavior reaction, the relationship conflict and the six variables of risk. There are twelve variables and each variable is correlative and significant to each other. Compromising have lower correlative with relationship conflict but still significant as ($r=0.129^{**}$), however, relationship conflict has lower correlative with psychology risk as ($r=0.128^{**}$) but significant.

Table 1

	1	2	3	4	5	6	7	8	9	10	11	12
integrating	1											
avoiding	.718**	1										
dominating	.365**	.364**	1									
obliging	.642**	.592**	.496**	1								
compromising	.623**	.530**	.428**	.499**	1							
relationship conflict	.098**	.128**	.197**	.203**	.129**	1						
overall risk	.248**	.266**	.206**	.298**	.176**	.241**	1					
social risk	.176**	.139**	.330**	.228**	.159**	.391**	.291**	1				
time risk	.328**	.273**	.168**	.326**	.211**	.313**	.330**	.220**	1			
physical risk	.136**	.193**	.276**	.190**	.207**	.290**	.216**	.384**	.375**	1		
performance risk	.219**	.196**	.295**	.295**	.186**	.268**	.241**	.335**	.364**	.500**	1	
psychology risk	.318**	.317**	.174**	.332**	.206**	.128**	.316**	.131**	.468**	.242**	.455**	1

Regression

In order to test the conflict behavior reaction and relationship conflict, the regression analysis will as analysis technique. The five conflict behavior reactions as interdependent variable and relationship conflict as dependent variable. This analysis test the integrating and relationship conflict has a positive and significant relationship.

The result shows that $R=0.098$, $R\text{ square}=0.01$, Adjusted $R\text{ square}=0.08$, $F=7.750$ $\text{Sig}=0.05$. Table 2 shows that analysis of integrating and relationship conflict regression analysis formula. ($\beta = .098$, $t = 2.784$, $P\text{ value} = 0.005 < 0.01$).

Therefore, **Hypothesis 1**, the integrating and relationship conflict has a positive influence and significant correlation is accepted.

Table 2 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.168	.220		14.396	.000
integrating	.124	.044	.098	2.784	.005

a. Dependent Variable: relationship conflict

Hypothesis 2: The obliging as relates to relationship conflict showed a positive and significant relationship.

The five conflict behavior reactions: obliging as interdependent variable and relationship conflict as dependent variable. This analysis test the obliging and relationship conflict has a positive and significant relationship. The result shows that $R=0.0203$, R

$\text{square}=0.041$, Adjusted $R\text{ square}=0.04$, $F=34.629$ $\text{Sig}=0.00$

Table 3 shows that analysis of integrating and relationship conflict regression analysis formula. ($\beta = 0.203$, $t = 5.885$, $P\text{ value} = 0.000 < 0.01$).

Therefore, **Hypothesis 2**, the obliging as relates to relationship conflict showed a positive and significant relationship is accepted.

Table 3 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.496	.221		11.293	.000
obliging	.281	.048	.203	5.885	.000

a. Dependent Variable: relationship conflict

Hypothesis 3: Dominating and relationship conflict has a positive influence and significant correlation.

The five conflict behavior reactions: dominating as interdependent variable and relationship conflict as dependent variable. This analysis test the dominating and relationship conflict has a positive and significant relationship.

The result shows that $R=0.197$, $R\text{ square}=0.038$, Adjusted $R\text{ square}=0.038$, $F=32.437$, $\text{Sig}=0.00$. Table 4 shows that analysis of integrating and relationship conflict regression analysis formula. ($\beta = 0.197$, $t = 5.695$, $P\text{ value} = 0.000 < 0.01$).

Therefore, **Hypothesis 3**, dominating and relationship conflict has a positive influence and significant correlation is accepted.

Table 4 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.771	.181		15.294	.000
dominating	.235	.041	.197	5.695	.000

a. Dependent Variable: relationship conflict

Hypothesis 4: Avoiding and relationship conflict showed a positive and significant relationship.

The five conflict behavior reactions: avoiding

as interdependent variable and relationship conflict as dependent variable. This analysis test the avoiding and relationship conflict has a positive and significant

relationship.

The result shows that $R=0.128$, R square= 0.016 , Adjusted R square= 0.015 , $F=13.393$, $Sig=0.00$. Table 5 shows that analysis of integrating and relationship conflict regression analysis formula. ($\beta =$

128 , $t = 3.660$, P value = $0.000 < 0.01$).

Therefore, **Hypothesis 4**, avoiding and relationship conflict showed a positive and significant relationship is accepted.

Table 5 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.987	.218		13.688	.000
avoiding	.162	.044	.128	3.660	.000

a. Dependent Variable: relationship conflict

Hypothesis 5: Compromising and relationship conflict showed a positive and significant relationship.

The five conflict behavior reactions: compromising as interdependent variable and relationship conflict as dependent variable. This analysis test the compromising and relationship conflict has a positive and significant relationship.

The result shows that $R=0.129$, R square= 0.017 , Adjusted R square= 0.016 , $F=13.708$, $Sig=0.00$. Table 6 shows that analysis of integrating and relationship conflict regression analysis formula. ($\beta =$ 129 , $t = 3.702$, P value = $0.000 < 0.01$).

Therefore, **Hypothesis 5**, compromising and relationship conflict showed a positive and significant relationship is accepted.

Table 6 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.108	.184		16.881	.000
compromising	.145	.039	.129	3.702	.000

a. Dependent Variable: relationship conflict

In order to test the variables regression between relationship conflict and the six variables of risk, the regression analysis will as analysis technique. The six risk variables: overall risk as dependent variable and relationship conflict as independent variable. This analysis tests the relationship conflict and overall risk has a positive and significant relationship.

The result shows that $R=0.241$, R square= 0.058 , Adjusted R square= 0.057 , $F=49.726$, $Sig=0.00^{**}$. Table 7 shows that analysis of the relationship conflict and overall risk regression analysis formula. ($\beta =$ 241 , $t = 7.052$, P value = $0.000 < 0.01$).

Therefore, **Hypothesis 6**, the relationship conflict and overall risk has a positive influence and significant correlation is accepted.

Table 7 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.631	.143		25.367	.000
relationship conflict	.251	.036	.241	7.052	.000

a. Dependent Variable: overall risk

The six risk variables: social risk as dependent variable and relationship conflict as independent variable. This analysis tests the relationship conflict and social risk has a positive and significant relationship.

The result shows that $R=0.391$, R square= 0.153 , Adjusted R square= 0.152 , $F=146.222$,

$Sig=0.000^{**}$. Table 8 shows that analysis of the relationship conflict and social risk regression analysis formula. ($\beta =$ 391 , $t = 12.092$, P value = $0.000 < 0.01$).

Therefore, **Hypothesis 7**, the relationship conflict and social risk has a positive influence and significant correlation is accepted.

Table 8 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.217	.141		15.720	.000
relationship conflict	.425	.035	.391	12.092	.000

a. Dependent Variable: social risk

The six risk variables: time risk as dependent variable and relationship conflict as independent variable. This analysis tests the relationship conflict and time risk has a positive and significant relationship. The result shows that $R=0.313$, $R\text{ square}=0.098$, $\text{Adjusted } R\text{ square}=0.097$, $F=87.127$, $\text{Sig}=0.000^{**}$

Table 9 shows that analysis of the relationship conflict and time risk regression analysis formula. ($\beta = .313$, $t = 9.334$, $P\text{ value} = 0.000 < 0.01$).

Therefore, **Hypothesis 8**, the relationship conflict and time risk has a positive influence and significant correlation is accepted.

Table 9 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.174	.138		23.071	.000
relationship conflict	.320	.034	.313	9.334	.000

a. Dependent Variable: time risk

The six risk variables: psychology risk as dependent variable and relationship conflict as independent variable. This analysis tests the relationship conflict and psychology risk has a positive and significant relationship.

The result shows that $R=0.128$, $R\text{ square}=0.016$, $\text{Adjusted } R\text{ square}=0.015$, $F=13.318$,

$\text{Sig}=0.000^{**}$. Table 10 shows that analysis of the relationship conflict and psychology risk regression analysis formula. ($\beta = .128$, $t = 3.649$, $P\text{ value} = 0.000 < 0.01$).

Therefore, **Hypothesis 9**, the relationship conflict and psychology risk has a positive influence and significant correlation is accepted.

Table 10 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.031	.156		25.816	.000
relationship conflict	.142	.039	.128	3.649	.000

a. Dependent Variable: psychology risk

The six risk variables: physical risk as dependent variable and relationship conflict as independent variable. This analysis tests the relationship conflict and physical risk has a positive and significant relationship.

The result shows that $R=0.290$, $R\text{ square}=0.084$, $\text{Adjusted } R\text{ square}=0.083$, $F=73.909$,

$\text{Sig}=0.000^{**}$. Table 11 shows that analysis of the relationship conflict and physical risk regression analysis formula. ($\beta = .290$, $t = 8.597$, $P\text{ value} = 0.000 < 0.01$).

Therefore, **Hypothesis 10**, the relationship conflict and physical risk has a positive influence and significant correlation is accepted.

Table 11 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.731	.137		19.874	.000
relationship conflict	.294	.034	.290	8.597	.000

a. Dependent Variable: physical risk

The six risk variables: performance risk as dependent variable and relationship conflict as independent variable. This analysis tests the relationship conflict and performance risk has a positive and significant relationship. The result shows that $R=0.268$, $R^2=0.072$, Adjusted $R^2=0.071$, $F=62.277$, $Sig=0.000^{**}$

Table 12 shows that analysis of the relationship conflict and performance risk regression analysis formula. ($\beta = .268$, $t = 7.892$, $P \text{ value} = 0.000 < 0.01$).

Therefore, **Hypothesis 11**, the relationship conflict and performance risk has a positive influence and significant correlation is accepted.

Table 12 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.167	.132		23.914	.000
relationship conflict	.260	.033	.268	7.892	.000

a. Dependent Variable: performance risk

8. Results

The results of the study are as following. All eleven hypotheses have been accepted. The first five were dealing with the relationship conflict handling exploring both their positive influence and correlation with the relationship conflict have been accepted as explained in the following paragraph. The integrating and relationship conflict has a positive influence and significant correlation. The obliging as relates to relationship conflict showed a positive and significant relationship. The dominating and relationship conflict has a positive influence and significant correlation. The avoiding and relationship conflict showed a positive and significant relationship. The compromising and relationship conflict showed a positive and significant relationship.

The next six hypotheses were exploring the perceived risk factors and the relationship conflict and were also accepted as follows. The relationship conflict and overall risk has a positive influence and significant correlation. The relationship conflict and social risk has a positive influence and significant correlation. The relationship conflict and time risk has a positive influence and significant correlation. The relationship conflict and psychology risk has a positive influence and significant correlation. The relationship conflict and physical risk has a positive influence and significant correlation. The relationship conflict and performance risk has a positive influence and significant correlation.

9. Future Studies and Recommendations

There is a significant gap discovered by the researchers in regards to discovering which conflict handling styles may be a better fit within conflict resolution and negotiation parameters. Also, each one of the perceived risks was correlated with the relationship conflict. It would be interesting to observe which one is more impactful in comparison to others.

10. Implementation/Conclusion

As per the results of this study, each one of the conflict handling styles are positively correlated with the relationship conflict in regards to both influence and significance. Furthermore, the perceived risk factors and relationship conflict are positively correlated in both above mentioned aspects: influence and significance. Knowing how conflict handling styles and perceived risk factors correlate with relationship conflict amongst adolescent population is of extreme importance as one designs conflict negotiation sessions and/or attempts to resolve conflict within adolescent setting (schools, social settings, and family setting) and so forth. Knowing this correlation may enhance one's ability to increase his/her effectiveness and impactfulness as one faces conflict as adolescent.

Appendix

Part I. Personal Information

1. What is your gender: Male Female
2. Which part of Taiwan you study in: North Middle South East

Part II. The following asks about conflict with your classmates or friends. With the understanding that and sort of "give and take" between two people is by definition, a negotiation, please check the appropriate box after each statement to indicate how you handle your disagreement or conflicts with your classmates or friends. Try to recall recent conflict situations in ranking these statements. (1 strongly disagree to 7 strongly agree):

1. There has been an excessive amount of displayed anger between you and your classmates or friends during the course of some negotiations.
2. There has been extreme personal friction between you and your classmates or friends during the course of some negotiation.
3. There was an extreme personality clash between you and your classmates or friends during a negotiation.
4. There was extreme tension between you and your classmates or friends during a negotiation.

5. Overall, conflicts with my classmates or friends cause me to feel some form of loss.
6. All things considered, I think I would be making a mistake if I argued with my classmates or friends.
7. When all is said and done, I really feel it is not necessary to argue with my classmates or friends.
8. If I made a conflict with my classmates or friends, I think I would be held in higher esteem at school.
9. The thought of arguing with my classmates or friends causes me concern because some classmates or friends would think I was showing off.
10. Arguing with my classmates or friends that would cause me to be thought of as "foolish" by some classmates or friends whose opinions I value.
11. I made a conflict with my classmates or friends that makes me concerned that I would have to spend too much time learning how to meet the conflict.
12. The demands on my schedule are such that making a conflict with my classmates or friends concerns me, because it would create even more time pressures on me that I do not need.
13. I made a conflict with my classmates or friends that could lead to an inefficient use of my time from understanding various negotiating styles.
14. One concern I have about arguing with my classmates or friends is that it makes me feel physical discomfort.
15. One concern I have about arguing with my classmates or friends is that it could lead to some uncomfortable physical side-effects such as bad sleeping, backaches, etc.
16. One concern I have about arguing with my classmates or friends is that it may turn to violence.
17. One concern I have about arguing with my classmates or friends is wondering if the conflict will improve our relationship.
18. One concern I have about arguing with my classmates or friends is that it may not result in any sort of beneficial behavior.
19. I am concerned with how useful any sort of conflict with my classmates or friends will actually be.
20. The thought of arguing with my classmates or friends makes me feel uncomfortable.
21. The thought of conflict with my classmates or friends gives me a feeling of unwanted anxiety.
22. The thought of causing conflict with my classmates or friends makes me to experience unnecessary tension.

Part III. (1 strongly disagree to 7 strongly agree):

1. I try to investigate issues with my classmates or friends to find a solution acceptable to the both of us.
2. I generally try to satisfy the needs of my classmates or friends.
3. I attempt to avoid being "put on the spot" and try to keep my conflict with my classmates or friends to myself.

4. I try to integrate my ideas with those of my classmates or friends to come up with a joint decision.
5. I try to work with my classmates or friends to find solution to problems that satisfies the expectations of both parties.
6. I usually avoid open discussion of my differences with my classmates or friends.
7. I try to find middle ground to resolve an impasse.
8. I use my influence to get my ideas accepted.
9. I use my authority to make a decision in my favor.
10. I usually accommodate the wishes of my classmates or friends.
11. I give in to the desires of my classmates or friends.
12. I exchange accurate information with my classmates or friends so that we may solve a problem together.
13. I usually allow concessions to my classmates or friends.
14. I usually propose a middle ground for breaking deadlocks.
15. I negotiate with my classmates or friends so that a compromise can be reached.
16. I try to stay away from disagreement with my classmates or friends.
17. I avoid unpleasant encounter with my classmates or friends.
18. I use my expertise to make decisions in my favor.
19. I often go along with the suggestions of my classmates or friends.
20. I use "give and take" so that a compromise can be made.
21. I am generally firm in pursuing my side of an issue.
22. I try to bring concerns out in the open so that the issues can be resolved in the best possible way.
23. I collaborate with my classmates or friends to come up with decisions acceptable to everyone.
24. I try to satisfy the expectations of my classmates or friends.
25. I sometimes use my power to win in competitive situations.
26. I try to keep my disagreement with my classmates or friends to myself in order to avoid hard feelings.
27. I try to avoid unpleasant exchanges with my classmates or friends.
28. I try to work with my classmates or friends for proper understanding of problems.

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