

# CONCEPTUALIZING THE RELATIONSHIP BETWEEN INDIVIDUALISM - COLLECTIVISM AND CONFLICT MANAGEMENT STYLES AT INDIVIDUAL LEVEL

Muhammad K. Riaz<sup>1</sup>, Syed Zulkifal, Waseef Jamal  
Institute of Management Sciences, Peshawar, Pakistan

## ABSTRACT

The omnipresent and inevitable conflict is debated a lot in organizational studies. Many researchers study the relationship of conflict management styles and cultural dimensions specifically with individualism - collectivism. But these studies deal the culture at a national level aggregately. Hofstede's demarcation of cultures in to individualistic and collectivistic cultures is the basic pillar of such studies in cross cultural comparisons of conflict management styles. In this study, an attempt was made to relate individualism - collectivism with conflict management styles at individual levels as all people in a presumed collectivistic/ individualistic culture are not collectivists/ individualists. Getting support from literature, propositions are developed and a model is proposed. Future research directions and prospects are discussed.

## JEL CLASSIFICATION & KEYWORDS

■ D23 ■ L20 ■ INDIVIDUALISM ■ COLLECTIVISM ■ CONFLICT  
■ CONFLICT MANAGEMENT STYLES ■ INTRA-CULTURAL  
CONFLICT ■ INTER-CULTURAL CONFLICT ■

## INTRODUCTION

The omnipresent and inevitable workplace conflict is one among the most debated topic of social/ organizational psychology and organizational theory and behaviors. The impact of culture on organization related phenomena, processes and behaviors is a widely accepted fact (Cai & Fink, 2002; Taras, Kirman & Steel, 2010; Morris et al, 1998; & Kirkman, Lowe & Gibson, 2006 for a review Steel & Taras, 2010). Similarly, culture affects the workplace conflict behaviors and management styles (Leung, 1988; Miyahra et al, 1998; Trubisky et al, 1991 & Tse et al, 1988 for a review Cai & Fink 2002).

Individualism - collectivism is a commonly used cultural dimension used in cross cultural organizational research (Hostede, 1980a; & Ting-Toomy, 1988). But mostly researchers studied the cultures at national (aggregate) level with relations to conflict management styles preferences except Cai and Fink (2002) who study the issue at individual level. But their study is carried out in one country i.e. US even though the respondents were from 31 different countries with the basic theme that in different cultures conflict management styles are differently understood. Therefore this study major objective is to establish the relationship of individual level individualism - collectivism and conflict management styles within one country/culture.

## Conflict Management Styles

Most of the people have a specific and long lasting approach (style) towards conflict although it is possible the context and other variables may affect their approach timely (Freidman, Tidd, Currall & Tsai, 2000). Conflict management styles are discussed a lot in conflict literature (UI-Haque, 2004). Hocker and Wilmot (2010) define conflict

management styles as "patterned responses or cluster of behaviors the people use in conflict". The concept of conflict management styles has its roots in organizational research (UI-Haque, 2004) and social psychology (Rahim, 2001).

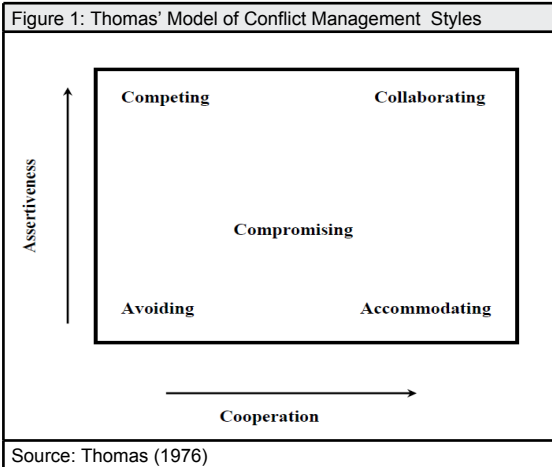
Follet (1940) is the first researcher who discussed conflict management styles model in the book "Dynamic Administration". According to her, there are three primary styles to handle the conflict: domination, compromise and integration; and two secondary styles: avoidance and suppression. By domination she means, the victory of one over the other conflicting party. In compromise each side gives up to accommodate other's concerns for reaching a solution but she argues that people didn't like to give up while in integrating style, parties want to reach such a solution which is desirable to all of them. She describes this style as the best one. Bales (1950) presented two dimensions "agreeableness" and "activeness" to explain conflict behaviors. Bales defines agreement as "acceptance, understanding, concurrence, release of tension and solidarity" and disagreement as "withholding, showing, rejecting, tending and antagonizing" (UI-Haque, 2004).

The first well defined conceptual framework was presented by Black and Mouton (1964). Their managerial grid which is based on two dimensions: Concerns for production and concerns for people. The model was originally presented for the explanation of managerial behavior including managerial conflict behavior. But later, Black and Mountain (1970) argues that these two dimensions can explain the conflict behaviors of the all the conflicting parties irrespective of the fact that they are holding managerial positions or not; and all social conflicts rather than managerial conflicts. The interaction of these two dimensions gives rise to five conflict management styles: forcing, withdrawing, smoothing, compromising, and confrontation. Their two dimensional theory hypothesizes that organizational conflict depends up the desires to obtain one's own goal in opposition to retain interpersonal relationships (UI-Haque, 2004).

Thomas (1976) redesigned the two dimensional model by adopting new refined dimensions: assertiveness and cooperativeness. He defines assertiveness as 'attempting to satisfy one's own concerns' and cooperativeness as 'attempting to satisfy other's concerns'. He argued that these two concerns are behavioral attributes rather than causing variables (UI-Haque, 2004). He identifies five styles: competing, collaborating, avoiding, accommodating and compromising.

Rahim and Bonoma (1979), although adopted the basic model of Black and Mouton (1964). But they named dimensions differently: Concern for self and concern for others. Concern for self dimensions determines the degree to which a party attempts to satisfy its own concerns. Similarly, the second dimension determines the degree to which a party wants to satisfy the concern of others. They named the resulted conflict management styles as integrating, obliging, dominating, avoiding and

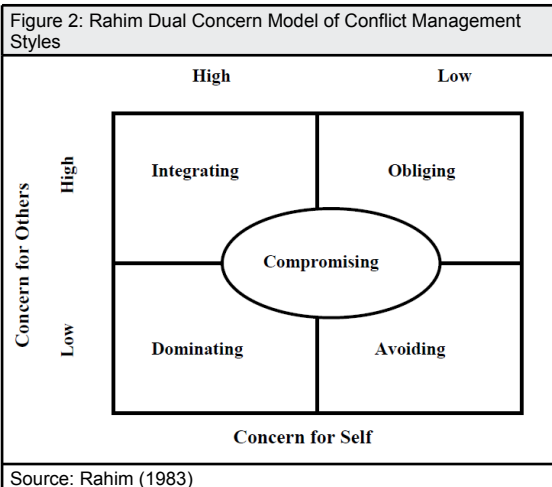
<sup>1</sup> raqi148.imsc@gmail.com



compromising. Later on this model was referred as dual concern model (Rubin, Pruitt & Kim, 2004).

Putnam and Wilson (1982) suggested that there are three styles of conflict management. Those are control (dominating), non-confrontation (obliging) and solution orientation (integrating). On the basis of empirical results, Pruitt (1983) suggested that there are four conflict management styles. These are yielding, problem solving, inaction and contending. He didn't recognize compromising as distinct style (Rahim, 2001). Similarly after conducting a review of conflict literature related to Rahim Organizational Conflict Inventory (ROCI) - II, Weider-Hatfield (1988) concluded that individual might select from three styles although five styles concept is widely accepted in conflict literature. Similarly, Hocker and Wilmot (1991) in their review argued that there are three distinct conflict styles: avoidance, competition and collaboration.

Five styles model which was presented for the first time by Follet (1940) and was re-interpreted, redesigned and refined by Thomas (1976), Rahim and Bonoma (1979) and Rahim (1983) is the most used model of conflict management styles. Rahim's model (1983) and/or measurements (ROCI-I and ROCI-II) were used in 225 studies (ROCI-Bibliography, 2002).



Rahim and Bonoma (1979), although adopted the basic model of Black and Mouton (1964). But they named dimensions differently: Concern for self and concern for others. Concern for self dimensions determines the degree to which a party attempts to satisfy its own concerns.

Similarly, the second dimension determines the degree to which a party wants to satisfy the concern of others. They named the resulted conflict management styles as integrating, obliging, dominating, avoiding and compromising. Later on this model was referred as dual concern model (Rubin, Pruitt & Kim, 2004).

While developing and testing their measure for conflict, Organizational Communication Conflict Instrument (OCCI), Putnam and Wilson (1982) suggested that there are three styles of conflict management. Those are control (dominating), non-confrontation (obliging) and solution orientation (integrating). On the basis of empirical results, Pruitt (1983) suggested that there are four conflict management styles. These are yielding, problem solving, inaction and contending. He didn't recognize compromising as distinct style (Rahim, 2001). Similarly after conducting a review of conflict literature related to Rahim Organizational Conflict Inventory (ROCI) - II, Weider-Hatfield (1988) concluded that individual might select from three styles although five styles concept is widely accepted in conflict literature. Similarly, Hocker and Wilmot (1991) in their review argued that there are three distinct conflict styles: avoidance, competition and collaboration.

For this study, Rahim and Bronoma (1979) typology is used. Their dual concerns model is having two dimensions: concern for self and concern for others. The interaction of these two dimensions results in five distinct styles of conflict management. Those are integrating, obliging, dominating, avoiding and compromising.

In integrating style, concern for self and concern for others is high (Rahim, 2001). Through this style both sides' interests are considered and outcome is usually wise, durable, and efficient (Fisher & Ury, 1991). If this approach is adopted, a solution will be of mutual acceptance (Pruitt, Carnevale, Ben-Yoav, Nochajski & Van Slyk, 1983; Gray, 1989; Rahim, 2001; Pruitt & Carnevale, 1993). Low concern for self and high concern for others is characterized by obliging style. In this style commonalities are considered and differences are ignored. This style also has an element of self sacrifice (Rahim, 2001). Some conditions like presence of pressure may encourage obliging (Rubin, Pruitt, & Kim, 2004). And may be this is adopted by the party which feels itself weaker (Cai & Fink, 2002). Dominating style indicates high concern for self and low concern for others. Dominating party goes to any extent to get results of its interests (Rahim, 2001). But context also affects the choice of this style (Pruitt & Rubin, 1986). In non-confrontational style avoiding style, concern for self and for others both are low. It's like "see no evil, hear no evil, speak no evil" (Rahim, 2001). This style may be adopted because pursuing benefit is not too important (Cai & Fink, 2002). And may the person think that letting go the conflict, will demolish the conflict (Pruitt & Rubin, 1986). The last style, compromising style, is characterized by moderate concern for the self and for others. It involves give and take and exchange of information for seeking a pareto optimal solution (Rahim, 2001).

#### Individualism and Collectivism

The concept of individualism - collectivism in social sciences came under discussion in 1950s. A number of researchers have analyzed the concept of individualism/collectivism in order to explain the human patterned interactions within the organization or as a proxy for culture (Early & Gibson, 1998). Parsons and Shils (1951) explained how individuals relate themselves with others in connection of shared interests. They present Self Orientation - Collectivity Orientation concept. According to them the private - collective gains dilemma can be explained using this concept. Individuals' actions are based upon three systems: personality, social

Figure 3: Summary of Conflict Management Styles Development	
Study(ies)	Dimensions / Conflict Management Styles
Follet (1940)	Primary Styles: Domination, Compromise, Integration Secondary Styles: Avoidance, Suppression
Bales(1950)	Agreeableness, Activeness
Black & Mounton (1964)	Concern for Production , Concern for People
Black & Mounton (1970)	Forcing, Withdrawing, Smoothing, Compromising, Confrontation
Thomas (1976)	Assertiveness , Cooperativeness / Competing , Collaborating, Avoiding, Accommodating, Compromising
Rahim & Bonama(1979), Rahim (1983)	Concern for Self, Concern for Others / Integrating, Obliging, Dominating, Avoiding, Compromising
Putnam & Wilson (1982)	Control, Non-Confrontation, Solution Orientation
Pruitt (1983)	Yielding, Problem Solving, Inaction, Contending
Hocker & Wilmot (1991)	Avoidance, Competition, Collaboration
Source: Authors	

and cultural systems. At the personality level, self oriented individual's need-disposition on his part, permit him to pursue his goal/ interest regardless of its implications for the collectivity. While collectivity orientated individual's need disposition direct his action according to the goals of collectivity. At social system level, self oriented individual is free to pursue his private interest. While collectivity oriented individual is obliged to take in to consideration the interest of the collectivity. At cultural level, self oriented individual follow a normative pattern stipulating a range of permissible actions for perusing self-interest even if such pursuits have a direct bearing on collectivity. While a collectivity oriented individual was prescribed a sphere of actions to which he is obliged to pursue in order to attain the interests/ goals of the collectivity (Early & Gibson, 1998).

Kluckhohn and Strodtbeck (1961) defined relationship of values orientations in their individualism - collaterality - lineality concept. They distinguished the societies in to two distinct groups: gemeinschaft (primitive culture) versus gesellschaft (modern, industrialized culture). Individualism refers to autonomy in individual's action, and giving primacy to own goals over goals of the extended groups. Collaterality is referred to giving primacy to the goals of the extended groups. Finally, lineality is referred to a prioritization of group goals over time. Continuity of the group and ordered positional succession are of immense importance in lineality (Early & Gibson, 1998).

In his ground breaking study, Hofstede (1980a),collected 116,000 surveys from 88,000 employees of IBM of 53 countries, who were speaking 20 different languages in six years from 1968 to 1972 (Taras, Kirman & Steel, 2010; Voronov & Singer, 2002). Hofstede, on the basis of this extensive study, presented his most debated cultural values framework, which includes four dimensions: Individualism/ collectivism, power distance, masculinity/ femininity and uncertainty avoidance. Among these domains individualism/ collectivism is mostly used cultural value/domain in relations to work related outcomes, processes, environment and behaviors. According to Web of Science, Hofstede's study is cited as many as five thousand times and according to Google Scholar the number of citation is ten thousand (Steel & Taras, 2010).

The relationship between management practices and culture has been extensive studied and considered a phenomenon of immense importance (Gelfand, Erez, & Aycan, 2007; Kirman, Lowe, Gibson 2006; Taras, Kirman & Steel, 2010). According to Hofstede (1980a) culture is "the collective programming of the mind which distinguishes the members of one human group from another". According to Hofstede (1991): "*Individualism stands for a society in which the ties between individuals are loose; everyone is expected to look after himself or herself and his or her immediate family only .... Collectivism stands for a society in which people from birth onward are integrated into strong, cohesive in-groups, which through out people's life time continue to protect them in exchange for unquestioning loyalty (260-261)*".

The phenomenon of individualism/ collectivism has been discussed in details. Individualists value their own goals, wants, needs and rights over the goals, responsibilities and obligations of the groups. They define themselves autonomous/ independent of groups. Their social behaviors are driven by their own beliefs, attitude and values. They are mostly task oriented even at the cost of relationships. Collectivists value the goals, obligations and responsibilities of the group over their own goals, wants, needs and rights. They define themselves in terms of association in various in-groups. Their social behaviors are driven by social norms, obligations and responsibilities. They emphasize on relationships, even at the cost of task completion sometime (Cai & Fink, 2002; Markus & Kityama, 1991; Triandis, 1995; & Chen , Chen & Meaendl, 1998).

Figure 4: Summary of Individualism – Collectivism Concept Development		
Study(ies)	Concept-Theory	Dimensions
Parson & Shils (1951)	Self – Orientation – Collectivity Orientation	Personality Social System Cultural System
Kluckhohn & Strodtbeck (1961)	Individualism – Collaterality – Lineality	Gemeinschaft (Primitive Culture) Gesellschaft (Modern/ Industrialized Culture)
Hofstede (1980)	Cultural Values Framework	Individualism – Collectivism Power Distance Masculinity – Femininity Uncertainty Avoidance
Source: Authors		

### Conflict Management Styles and Individualism Collectivism

Researches (Schneider & Barsoux, 2003; Morris et al, 1998; Tinsley, 1998; Swierczek, 1994; Kozan, 1997; Tse et al, 1988; Leung, 1988; Ting-Toomey, 1988; & Leung & Linds 1986) concluded that culture affect the selection of conflict management styles. But all most all researchers aggregately dealt the culture at national level regarding differences in conflict management styles' preferences except Cai & Fink (2002) who dealt the issue at individual level. But that study is carried out in one country i.e. US although the respondents were from 31 different countries. Therefore the major objective of this study is to establish the relationship of individualism -collectivism with conflict management styles at individual level within one country/culture.

### Proposed Model

Individualism - collectivism is a commonly used cultural dimension used in cross cultural organizational research (Hostede, 1980; & Ting-Toomy, 1988). As Individualists

value their own goals, wants, needs and rights over the goals, responsibilities and obligations of the group. While Collectivists value the goals, obligations and responsibilities of the group over their own goals, wants, needs and rights (Cai & Fink, 2002; Markus & Kityama, 1991; Triandis, 1995; Chen, Chen & Meaindl, 1998). Therefore employees from both individualistic and collectivistic cultures preferred for those styles of conflict management which are in line with their indoctrinated values.

Hofstede (1980) study has classified the cultures in two categories. Those are individualistic and collectivistic cultures. According to Morris et al (1998), US with a score of 91 on individualism - collectivism dimension, is the highest individualistic culture while India has a score of 48 (collectivistic culture) and Taiwan with a score of 17 (more collectivistic culture). Pakistan has a score of 10 on individualism - collectivism dimension of Hofstede Cultural Values Dimensions (Greet Hofstede Cultural Dimensions, 2011), which means a highly collectivistic culture. But it can be observed the many nationals of Pakistani not acted as collectivist.

People from Individualistic cultures like that of US, exhibits their preference for dominating style of conflict management while people from collectivistic cultures less likely prefer dominating styles (Schneider & Barsoux, 2003; Leung, 1988; Morris et al, 1998). Therefore for individuals it is suggested that;

- Proposition 1a: The more individualistic an employee is, the more likely he/she will has dominating style of conflict management.
- Proposition 1b: The more collectivist an employee is, the less likely he/she will has dominating style of conflict management

Individualistic cultures have a tendency to try to solve the conflict arises and didn't want to postponed conflicts and are not much concerned for face saving. Therefore they less likely adopt avoiding style, while collectivistic culture more likely wants to postpone conflicts due to their preference for harmonious environment and face saving phenomenon (Ali, Taqi & Krishnan, 1997; Ting-Toomey et al, 1991; & Wagner & Moch, 1986). So it is formulated that

- Proposition 2a: The more individualistic an employee is, the less likely he/she will has avoiding style of conflict management.
- Proposition 2b: The more collectivistic an employee is, the more likely he/she will has avoiding style of conflict management.

In individualistic cultures, it is usually accepted that integrating style is the most suitable style and it is emerged between the committed parties. Usually it results in a win-win situation. Nevertheless, integrating style is not preferable in collectivistic cultures (Moran et al, 1994; Barnlund, 1989; Ting-Toomey et al, 1991). Therefore at individual level it is suggested that;

- Proposition 3a: The more individualistic an employee is, the more likely he/she will has integrating style of conflict management
- Proposition 3b: The more collectivistic an employee is, the less likely he/she will has integrating style of conflict management

As obliging style of conflict management refers to that style in which one party gives up its rights, commonalities are considered, and differences are ignored. And this style also has an element of self sacrifice (Rahim, 2001). And empirical studies suggest that in individualistic cultures,

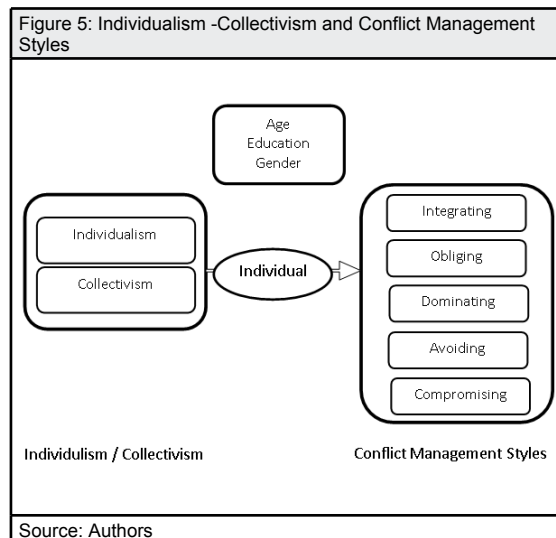
obliging style is less like preferred. While as collectivistic cultures prefers the welfare of their group, even sometime at the expense of the task accomplishment as they want to sustain their relationships. Therefore they preferred obliging style (Ting-Toomey et al, 1991; Kumagai & Straus, 1983; & Miyahara et al, 1998). Consequently, at individual level it is hypothesizes that

- Proposition 4a: The more individualistic an employee is, the less likely he/she will has obliging style of conflict management
- Proposition 4b: The more collectivistic an employee is, the more likely he/she will has obliging style of conflict management

Compromising refers to the conflict style with middle grounds. It is viewed as sub optimal solution in which none of the parties totally wins or loses. Therefore individualistic cultures are less likely preferred this style while collectivistic cultures are mostly likely adopting this style (Chen et al, 2005; & Trubisky et al 1991). As a result, for individual level it is formulated that

- Proposition 5a: The more individualistic an employee is, the less likely he/she will has compromising style of conflict management
- Proposition 5b: The more collectivistic an employee is, the more likely he/she will has compromising style of conflict management

In the light of previous discussion and developed propositions, the following model is proposed exhibiting the relationship between individualism - collectivism and conflict management styles at individual level.



## Conclusion

This study attempts to establish a relationship of individualism - collectivism with conflict management styles at individual level with the major theme that this specific cultural dimension differs person to person within a culture and so the conflict management style. Hence a model is proposed to elaborate this relationship. But the model isn't tested empirically. This is the major limitation of this study. Future researches can study this relationship with empirical evidences from within a culture and across the cultures to support that, individualism and collectivism is present in each culture irrespective of the aggregate presumed nature of the culture and so individuals differs in their conflict management styles based on their personal orientation of



individualism - collectivism rather than their aggregate presumed preference of conflict management styles. It will be more beneficial for the researchers as well as managers to know about this relationship so that they easily make strategies for the maximum use of beneficial types like task and process conflicts (Riaz & Junaid, 2012; & Riaz, 2010) and they will be able to minimize the counterproductive types of conflicts like relationship conflicts (Riaz & Junaid, 2012). Finally, longitudinal studies will enhance the generalizability of this model.

## References

- Ali, A.J., Taqi, A.Z., & Krishnam K. (1997). Individualism, collectivism, and decision styles of managers in Kuwait, *The Journal of Social Psychology*, 137, 629-637
- Bales, R.F. (1950). *Interaction Process Analysis: A Method for the Study of Small Groups*, Addison-Wesley.
- Barnlund, D.C. (1989). *Communicative Styles of Japanese and Americans: Images and Realities*, Belmont: Wadsworth
- Blake, R.R., & Mouton, J.S. (1964). *Managing inter-group conflict in industry*, Houston: Gulf.
- Blake, R.R., & Mouton, J.S. (1970). The fifth achievement, *Journal of Applied Behavioral Science* 6,413-426
- Cai D., & Fink E. (2002). Conflict style differences between individualists and collectivists, *Communication Monograph* 69, 67-87
- Chen, C.C., Chen, X.P., & Meindl, J.R. (1998). How can cooperation be fostered? The cultural effects of individualism-collectivism, *Academy of Management Review*, 23,285-304
- Early P.C., & Gibson C.B. (1998). Taking stock in our progress on individualism - collectivism: 100 years of solidarity and community, *Journal of Management* 24, 265-304
- Fisher, R., & Ury, W. (1981). *Getting to yes: Negotiating agreement without giving in*, New York: Penguin Books.
- Follett, M.P. (1940). Constructive conflict. In HC Metcalf & L. Urwick (Eds.), *Dynamic administration: The collected papers of Mary Parker Follett* (30-49). New York: Harper & Row.
- Friedman R.A., Tidd S.T., Curral S.C., & Tsai J.C. (2000). What goes around comes around: The impact of personal conflict styles on work conflict and stress, *International Journal of Conflict Management*, 11, 32-35
- Gelfand, M.J., Erez, M., & Aycan, Z. (2007). Cross-cultural organizational behavior. *Annual Review of Psychology* 58,1-35.
- Gray, B. (1989). *Collaborating: Finding common ground for multiparty problems*, San Diego: Jossey-Bass.
- Greet Hofstede Cultural Dimensions (2011) Retrieved April 24, 2010, from [http://www.geert-hofstede.com/hofstede\\_pakistan.shtml](http://www.geert-hofstede.com/hofstede_pakistan.shtml)
- Hocker J.L., & Wilmat, W.W. (1991). *Interpersonal conflict*. Boston: McGraw Hills
- Hocker J.L., & Wilmat W.W. (2010). *Interpersonal conflict* Boston: McGraw Hills
- Hofstede, G. (1980). *Culture's Consequences: International Differences in Work Related Values*. Newbury Park: Sage Publications.
- Hofstede, G. (1991). *Culture and Organizations: Software of the Mind*. London, England: McGraw-Hill.
- Kirkman, B.L., Lowe, K.B., & Gibson, C.B.(2006). A quarter century of culture's consequences: a review of empirical research incorporating Hofstede's cultural values framework. *Journal of International Business Studies* 37,285-320.
- Kluckhohn, F., & Strodtbeck, F. (1961). *Variations in Value Orientation*. Westport: Greenwood Press.
- Kozan, M.K. (1997). Culture and Conflict Management: A Theoretical Framework. *International Journal of Conflict Management* 8, 338-360.
- Kumagai, F., & Straus, M.A. (1983). Conflict resolution tactics in Japan, India, and the U.S.A. *Journal of Comparative Family Studies* 14,377-392.
- Leung, K. (1988). Some determinants of conflict avoidance. *Journal of Cross-Cultural Psychology* 19, 35-49
- Leung, K., & Lind, E.A. (1986). Procedure and Culture: Effects of Culture, Gender, and Investigator Status on Procedural Preferences. *Journal of Personality and Social Psychology* 50,1134-1140
- Markus, H.R., & Kitayama, S. (1991). Culture and the self: Implications for cognition, emotion, and motivation. *Psychological Review* 98, 224-253.
- Miyahara, A., Kim, M.S., Shin, H.C., & Yoon, K. (1998). Conflict resolution styles among "collectivist" cultures: A comparison between Japanese and Koreans. *International Journal of Intercultural Relations* 22, 505-525.
- Moran, R.T., Allen, J., Wichman, R., Ando, T., & Sasano, M. (1994). Japan. In Rahim, M.A. Blum, A.A. (Eds.), *Global Perspectives on Organizational Conflict*, Westport: Praeger
- Morris, M.W., Williams, K.Y., Leung K., Larrick M., Mendoza, M.T., Bhatnagar, D., Li, J., Kondo, M., Luo, J., & Hu, J. (1998). Conflict Management Style: Accounting for Cross-National Differences". *Journal of International Business Studies* 29, 729-747
- Parsons, T., & Shils, E.A. (1951). *Toward A General Theory of Action*. Cambridge: Harvard University Press
- Pruitt, D.G., Carnevale, P.J., Ben-Yaoav, O., Nochajski, T.H., & Van Slyk, M. (1983). Incentive for cooperation in integrative bargaining. In R. Tietz (Ed), *Aspiration levels in bargaining and economic decisions making* (22-34). Berlin: Springer
- Pruitt, D.G. (1983). Strategic choice in negotiation. *American Behavioral Scientist*, 27,167-194.
- Pruitt, D.G., & Carnevale, P.J. (1993). *Negotiation and social conflict*. Buckingham: Open University Press.
- Pruitt, D.G., & Rubin, J.Z. (1986). *Social conflict: Escalation, stalemate, and settlement*. New York: Random House.
- Putnam, L.L., & Wilson, C.E. (1982). Communicative strategies in organizational conflicts: Reliability and validity of a measurement scale. In M. Burgoon (Ed.), *Communication yearbook* 6 ( 629-652). Beverly Hills: Sage.
- Rahim, M.A. (2001). *Managing conflict in organizations*. London: Quorum Books
- Rahim, M.A. 1983. "A measure of styles of handling interpersonal conflict". *Academy of Management Journal* , 26, 368-376.
- Rahim, M.A., & Bonoma, T.V. (1979). Managing organizational conflict: A model for diagnosis and intervention. *Psychological Reports*, 44,1323-1344.
- Riaz, M.K., & Junaid, F.A. (2012) Workplace Conflict: Constructive or destructive. Paper accepted for Annual Conference on Global Economics, Business, and Finance 2012 (GEBF 2012)
- Riaz, M. K. (2010). *Workplace Conflict: An overview and analysis*. Unpublished MBA Dissertation, Institute of Management Sciences, Peshawar, Pakistan
- ROCI Bibliography (2002). Publications which used the conceptualization and/or operationalization of the Rahim Organizational Conflict Inventory-I & II". Retrieved April 24, 2010, from <http://www.wku.edu/~afzal.rahim/>
- Rubin, J.Z., Pruitt, D.G., & Kim, S.H. (2004). *Social Conflict: Escalation, stalemate, and Settlement*, New York: McGraw-Hills
- Schneider, S.C., & Barsoux, J.L. (2003). *Managing Across Cultures*, Harlow, England: Prentice Hall
- Steel P, & Taras V. (2010). Culture as a consequence: A multi-level multivariate meta-analysis of the effects of individual and country characteristics on work-related cultural values. *Journal of International Management* 16, 211-233
- Swierczek, F.W. (1994). Culture & Conflict in Joint Ventures in Asia. *International Journal of Project Management* 12, 39-47.
- Taras, V., Kirkman, B.L., & Steel, P. (2010). Examining the impact of culture's consequences: a three-decade, multi-level, meta-analytic review of Hofstede's cultural value dimensions. *Journal of Applied Psychology*, 95, 405-439.
- Thomas, K.W. (1976). Conflict and conflict management. In M.D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (889-935). Chicago: Rand-McNally.
- Ting-Toomey, S. (1988). Intercultural conflict styles: A face-negotiation theory. In Y.Y. Kim & W.B. Gudykunst (Eds.), *Theories in intercultural communication* ( 213-235). Newbury Park: Sage.
- Ting-Toomey, S., Gao, G., Trubisky, P., Yang, Z., Kim, H.S., Lin, S.L., & Nishida, T. (1991). Culture, face maintenance, and styles of handling interpersonal conflict: A study of five cultures. *International Journal of Conflict Management*, 2,275-292.
- Tinsley, C.H. (1998). Model of Conflict Resolution in Japanese, German, and American Cultures. *Journal of Applied Psychology*, 83, 316-323.
- Triandis, H. C. (1995). *Individualism and collectivism*. Boulder: West View.
- Trubisky, P., Ting-Toomey, S., & Lin, S.L. (1991). The influence of individualism-collectivism and self monitoring on conflict styles. *International Journal of Intercultural Relations*, 15, 65-84.
- Tse, D. Lee, K.H., Vertinsky, I., & Wehrung, D.A. (1988). Does Culture Matter? A Cross-cultural Study of Executives' Choice, Decisiveness, and Risk Adjustment. *International Journal of Marketing*, 52, 81-95.
- Ul-Haque, M.A. (2004). *Personal Attributes and Conflict Management Styles of Corporate Managers*. Unpublished doctoral dissertation, University of Peshawar, Peshawar . Retrieved April 24, 2011 from <http://eprints.hec.gov.pk/6858/1/3653H.htm>
- Voronov M., & Singer J.A. (2002). The myth of individualism - collectivism: A critical review. *The Journal of Social Psychology*, 142(4),461-480
- Wagner III, J.A., & Moch, M.K. (1986). "Individualism-collectivism: Concept and measure. *Group and Organization Studies*, 11( 3),280-305