

行政院國家科學委員會專題研究計畫 成果報告

人們如何解讀與管理他們的衝突？多層次探討影響衝突框架與衝突管理的因素 研究成果報告(精簡版)

計畫類別：個別型
計畫編號：NSC 99-2410-H-263-006-
執行期間：99年07月01日至100年07月31日
執行單位：致理技術學院企業管理系(科)

計畫主持人：楊美玉

計畫參與人員：碩士班研究生-兼任助理人員：晁學斌
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報告附件：出席國際會議研究心得報告及發表論文

處理方式：本計畫涉及專利或其他智慧財產權，2年後可公開查詢

中 華 民 國 100年10月17日

報告内容

The Impact of Momentary Moods and Agreeableness on Conflict Frame and Conflict Management

The notion that “conflict is the very essence of what an organization is” (Pondy, 1992, p. 259) speaks to the fact that the effectiveness of organizations is likely to depend on how people handle their conflicts (e.g., Jehn, 1995). Before people manage a conflict, they identify, define, and strategically address the conflict. Among the many conflict-related topics, conflict frame and conflict management have attracted considerable attention for several decades (e.g., Deutsch, 1973; Jehn, 1995; Pinkley, 1990; Pondy, 1967; Pruitt, 1981; Rahim, 1983). Drawing on conflict-frame research (e.g., Pinkley, 1990; Pruitt, 1981), many studies have suggested that conflict-interpretation is the critical process preceding people’s efforts to deal with conflict (e.g., Gelfand, Nishii, Holcombe, Dyer, Pinkley, 1990; Tjosvold, 2006). Researchers have suggested that how people perceive and deal with conflicts are the critical points underscoring how these people react to the conflicts (e.g., Pinkley, 1990; Tjosvold, 2006). In this study, we investigate factors that associate with conflict frame and further relate them to conflict management.

Psychology scholars have found that individual’s stable personality trait and “time-variant affect” state influence his perception and cognition (e.g., Graziano & Eisenberg, 1997; Graziano, Jensen-Campbell, & Hair, 1996; Trapnell & Wiggins, 1990). Regarding conflict frame and conflict management, many researchers have suggested that they are influenced by contextual factors and individual factors in important ways. It is found that conflict frames are influenced by the counterparts and can change during the course of negotiations (Pinkley, 1990; Pinkley & Northcraft, 1994) and conflict management strategies are influence by disputants’ value or personality (Antonioni, 1998). Surprisingly, little is known about what and how “intra-individual level” state factors, such as affect states, influence people’s conflict-related cognitive representation. Moreover, little is known about the roles of specific individual trait difference and mood states in relation to conflict interpretation and conflict management after controlling for each other (Forgas, 2000). Thus, the first purpose of our present study is to address these gaps in literature. Specifically, we investigate the role of agreeableness (serving as an inter-individual higher-level factor) and the roles of positive and negative moods (serving as intra-individual lower-level factors) in conflict frame and conflict management.

The second purpose of this study is to test whether agreeableness could explain individual’s patterns of conflict frame variation. Drawing on the “effortful control” effect (self-regulation of mood) in traits of agreeableness (Ahadi & Rothbart, 1994;

Meier, Oklkowski, & Robinson, 2008). We believe that agreeable individuals are more prone to control their negative affect when they interact with other people. Therefore, besides the main effects of agreeableness and mood states on conflict frame, we address the moderation role of agreeableness in the relationship between mood states and conflict-related cognitive representation.

Hypothesis 1a. Individuals' positive affect is positively related to their "compromise" conflict frame.

Hypothesis 1b. Individuals' positive affect is negatively related to their "win" conflict frame.

Hypothesis 1c. Individuals' negative affect is negatively related to their "compromise" conflict frame.

Hypothesis 1d. Individuals' negative affect is positively related to their "win" conflict frame.

Hypothesis 2. Individuals' agreeableness is positively related to their "compromise" conflict frame.

Hypothesis 3a. Individuals' agreeableness mitigates the intraindividual relationship between negative affect and the "compromise" conflict frame.

Hypothesis 3b. Individuals' agreeableness mitigates the intraindividual relationship between negative affect and the "win" conflict frame.

Hypothesis 4a. Compromise frame will mediate the relationship between individuals' positive mood state and their intention to adopt "cooperative" conflict strategy.

Hypothesis 4b. Win frame will mediate the relationship between individuals' positive mood state and their intention to adopt "competitive" conflict strategy.

Hypothesis 4c. Compromise frame will mediate the relationship between individuals' negative mood state and their intention to adopt "cooperative" conflict strategy.

Hypothesis 4d. Win frame will mediate the relationship between individuals' negative mood state and their intention to adopt "competitive" conflict strategy.

Hypothesis 5. Compromise frame will mediate the relationship between individuals' agreeableness and their intention to adopt "cooperative" conflict strategy.

Scenarios and Development of Scales

We generated 10 conflict scenarios that are equivalent to assess participants' conflict frame over a course of 12 days (see Appendix A).

For conflict frame scale development, we used the conflict-frame definition and the scale-development literature to generate 12 items and to measure the compromise-versus-win frame. Following the scale-development process (Hinkins, 1998), we used the same sample as the previous scenario-attributes survey (216

undergraduate management students) to test the reliability and validity of this measure. We ran an exploratory factor analysis by using principal axis factoring with oblique rotation, and obtained 3 items for the compromise frame and 3 items for the win frame (see Appendix B). Moreover, using an independent sample (i.e., the formal study sample described below), we conducted a confirmatory factor analysis. Results reveal that the two-factor model fits significantly better than the one-factor model (chi-square difference = 690.34, $p < .01$). Thus, we adopted these 6 items to measure the compromise and win conflict frames.

Participants

A total of 224 undergraduate management students were approached. All of these students' participation was completely voluntary. The students ranged from freshmen to juniors and were enrolled in at least one of three courses offered by the first two authors. Because the students were grouped into 46 teams for course work and worked in the same teams for three consecutive months in their respective class, we were able to estimate the conflict occurring in the teams. The teams ranged in size from three to seven members with a mean size of 5.02 members. Over the course of 12 class days, participants were asked to respond to questionnaires based on the scenarios developed. The final sample consisted of 1,545 observations from 180 acceptable respondents nested in 42 teams. Of the respondents, 76.7 percent were female and the average age was 19.36 years old; the youngest respondent was 18 years old and the oldest was 25 years old.

Procedures

We used daily surveys to assess participants' momentary mood and their conflict frame and conflict management intention. We visited participants in their class to collect daily data around noon at the end of their class during the period between Dec. 5 and Dec. 25, 2007 (excluding Fridays, Saturdays, and Sundays) for a total of 12 days. For each of the 12 days, participants were asked to report their mood at that moment. Then, they were asked to read a scenario, to imagine that they were a character in it, and to answer the conflict frame items and conflict management scales. The personality survey was distributed one week before the daily survey would begin.

Measures

PA and NA. To measure daily mood states, we used the Positive Affect and Negative Affect Schedule (PANAS) developed by Watson et al. (1988). The affect survey included 20 adjectives, of which 10 indicated positive affect and the other 10 indicated negative affect. Participants identified the degree to which every adjective

described their respective feelings at the daily-survey moment. The ratings ranged from 1 (“No feeling at all”) to 5 (“Strongly felt”). The internal consistency reliability was 0.94 for Positive Affect and 0.90 for Negative Affect.

Conflict frame. As described above, we developed six items to measure the conflict-frame construct: three items concerning the “win” frame and the other three concerning the “compromise” frame. Each item used a seven-point Likert-type scale ranging from 1 (strongly disagree) to 7 (strongly agree). The 6 items are listed in the appendix. The internal consistencies of the scores were 0.65 for “win” and 0.80 for “compromise.”

Agreeableness. We used the IPIP (International Personality Item Pool) (Goldberg, 1999) to measure the personality trait of agreeableness. Participants rated their agreement with the 10 statements (from 1 = strongly disagree to 5 = strongly agree). The internal consistency was 0.69.

Conflict management strategies. We used Rahim (1983) subscales of dominating (competitive) and integrating (cooperative) to measure conflict management strategies. We conducted confirmatory factor analyses (CFA), and the results reveal that the data fits the theory very well. Seven items belong to integrating and five items belong to dominating conflict strategies as the original setting. The internal consistencies of the scores were 0.89 for “integrating” and 0.81 for “dominating” conflict strategies separately.

Control variables. Because past literature explored the type of perceived conflict as task conflict and relationship conflict (Jehn, 1995, 1997), we controlled for these two types of conflict. This study adapted 8 items from Jehn (1995) to measure task conflict and relationship conflict in Level 1. In addition, we controlled for extraversion, conscientiousness, neuroticism, and openness to experience in our individual-level (Level 2) models, because previous research has demonstrated that Big Five personality facets were correlated with PANAS (e.g., Watson & Clark, 1992).

RESULTS

Table 1 presents means, standard deviations, and intercorrelations of all variables in this study.

Insert Table 1 about here

The results of a null-model calculation reveal that the intra-class correlation (ICC1) was 0.44 for the compromise frame and 0.30 for the win frame. Those values were larger than the median of ICC1 in the organizational-behavior literature (James, 1982), indicating that we had sufficient between-individual variance for the two

dependent variables. In addition, the reliability of the individual mean (ICC2) for the compromise frame was 0.85 and 0.76 for the win frame, both of which exceeded the minimum requirement (0.6) suggested by James (1982).

Insert Figure 1 about here

Intra-individual Results

Hypothesis 1 predicts that individuals’ positive affect is (a) positively related to their compromise conflict frame, but (b) negatively related to their win conflict frame. When estimating the main effects of positive and negative moods at the intra-individual level, we controlled for task conflict and relationship conflict at the same level. The results in Table 2 reveal that positive mood significantly and positively predicted the compromise frame ($\gamma = 0.138, p = 0.00$) and significantly and negatively predicted the win frame ($\gamma = -0.326, p = 0.00$). Therefore, Hypotheses 1a and 1b were supported. In addition, Hypothesis 1 also proposes that negative affect is negatively related to their compromise conflict frame and win conflict frame (H1c and H1d). Results (Table 2) reveal that negative mood was significantly predictive of neither the compromise frame nor the win frame. Thus, neither Hypothesis 1c nor Hypothesis 1d was supported.

Insert Table 2 about here

Individual-level Results

Hypothesis 2 proposes that individuals’ agreeableness is positively related to their compromise conflict frame. The results in Table 2 reveal that after we controlled for the main effects of Positive Affect, Negative Affect, and task and relationship conflict at the intra-individual level (Level 1), as well as all the other four facets of Big Five personality variables at the individual level (Level 2), agreeableness positively predicted the compromise frame ($\gamma = 0.545, p = 0.00$). Thus, hypothesis 2 was supported.

Cross-level Moderation Results

Hypotheses 3a and 3b propose that individuals’ agreeableness mitigates the intra-individual relationship between negative affect and conflict frames. Results in Table 2 show that after controlling for the main effect of Positive Affect and Negative Affect, as well as the other variables at Level 1 and Level 2, the cross-level interaction

effect of agreeableness on the relationship between negative affect and the compromise conflict frame was significant ($\gamma = 0.224, p = 0.06$), but the other interaction effects were not significant. Following Aiken and West's (1991) suggestion, we plotted the cross-level interaction graph, which is shown in Figure 2. The graph reveals that the compromise frame was more influenced by negative affect for those individuals exhibiting low levels of agreeableness than by negative affect for those individuals exhibiting high levels of agreeableness. Therefore, Hypothesis 3a was supported, but 3b was not.

Insert Figure 2 about here

Mediation Results

Hypotheses 4a to 4d propose that compromise conflict frame will mediate the relationship between moods and conflict management strategy (H4a and H4c), and competitive (win) conflict frame will mediate the relationship between moods and conflict management strategy (H4b and H4d). We applied HLM-based multilevel mediation model (model 1-1-1) suggested by Zhang et al. (2009) to calculate mediation effects at Level 1. Results in Table 3 (models 1-4) show that Sobel test in H4a was significant ($z=2.945, p=0.00$), but the others were not. Therefore, Hypothesis 4a was supported, but 4b, 4c, and 4d were not.

We tested Hypothesis 5, which predicts that cooperative (compromise) conflict frame will mediate the relationship between agreeableness and cooperative conflict management strategy, using multilevel mediation model (model 2-1-1 in Zhang et al., 2009). Results in Table 3 (model 5) show that Sobel test was significant ($z=3.047, p=0.00$). Thus, Hypothesis 5 was supported.

Insert Table 3 about here

DISCUSSION

Conflict is an inevitable feature of social life, and it is very critical that people acknowledge it and learn to manage it. Recent cognitive approaches to studying negotiation suggest that biased cognition and assumptions are major causes of suboptimal bargaining strategies and outcomes (e.g., Carnevale, 2008; Neale & Bazerman, 1991; Thompson, 2005). Our study addresses this issue by contributing to the understanding of how state affect and personality influence conflict-related cognitive representations and how these conflict frames further influence the intension

of conflict management. Our contributions are five-fold. First, we assess the effects of momentary mood on individuals' conflict frame. Although conflict frame has been defined as a schema which is relatively stable for people perceiving the situational information, based on mood theory, we believe that conflict frame has some degree of state-like variation. We apply the mood-congruent effect (Forgas, 1995) to explain how one's mood can be predictive of one's interpretation of a conflict. The results indicate that individuals with positive mood are more likely to frame their conflict as "compromise" and less likely to frame their conflict as "win." Moreover, the mood-congruent effect was confirmed in experimental research (Forgas, 1998), in which moods were manipulated. In the present study, we measured respondents' momentary 'natural' mood. Compare to experimental research, the momentary research design is under the lower arousal situation. However, we still found evidence of the effects which indicates that the mood-congruent effect is robust, especially in positive mood.

Conclusion

In sum, conflict frame is important in achieving group and organizational effectiveness when conflicts arise. This study shows that both individual traits and individual momentary states influenced the participants' cognitive representation and conflict management. The study also found that in order to achieve a constructive resolution, people may choose the right person and the right moment to communicate their disagreements. We hope that our study is informative for future research in modeling personal effects on conflict frame.

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國科會補助專題研究計畫項下出席國際學術會議心得報告

日期：100年10月15日

計畫編號	NSC 99-2410-H-263-006		
計畫名稱	人們如何解讀與管理他們的衝突？多層次探討影響衝突框架與衝突管理的因素		
出國人員姓名	楊美玉	服務機構及職稱	致理技術學院 企管系
會議時間	100年7月3日至 100年7月6日	會議地點	Istanbul Turkey
會議名稱	(中文)國際衝突管理學會年會 (英文) international association for conflict management (IACM)		
發表論文題目	(中文)衝突知覺，心情與離職傾向的關係 (英文) Relationships among Conflict Perceptions, Negative Moods, and Turnover Intention: An Analysis of a Five-round Survey		

一、參加會議經過

本次會議是學會歷年最多人參與的一次，投稿的稿件是歷年最多，大會安排多場同時進行，本人選擇與自己研究貼近的團隊衝突及衝突過程與談判等議題相關的場次。

二、與會心得

國際衝突管理學會是衝突管理領域中知名的研討會，幾乎重要的研究者都會到場，這次也不例外。不過，這次不一樣的是，華人臉孔比以往多，他們都不是台灣去的，一些是大陸的，一些是華僑。終於華人開始注意到且熱絡地參與這個研討會了，相信未來華人在這方面的研究，會有很大的突破。與會聽到幾場對自己的研究很有助益的思考方向，這也是參加研討會最值得的地方。目前對於衝突的研究，走的更細膩且更注意跨層次的問題。

三、考察參觀活動(無是項活動者略)

四、建議

研究衝突管理領域的研究者可選擇參與這個非常聚焦的研討會，以建立研究人脈。

五、攜回資料名稱及內容

大會議程及各場次論文摘要。

六、其他

接受函

Dear Shu-cheng Steve Chi: (註：本篇論文戚老師為第一作者)

Congratulations, your submission, Relationships among Conflict Perceptions, Negative Moods, and Turnover Intention: An Analysis of a Five-round Survey, has been accepted for presentation at the 2011 Annual Conference of the International Association for Conflict Management in Istanbul! We had a record number of submissions this year so the threshold for acceptance was higher than ever. The reviewers felt your submission should be included in the program because of its high quality and broad interest to IACM members. You can find the reviewers' comments at the end of the message. We hope that their ideas, comments, and questions will help you further develop the work prior to your presentation this July in Istanbul.

You will hear more in the coming weeks about the details of your presentation, including the format and timing. In the meantime, feel free to start arranging your travel to Istanbul.

Again, congratulations on your acceptance! We look forward to seeing you in Istanbul for a fantastic conference.

Best regards,
Corinne Bendersky, Nicholas Hays, and Ming-Hong Tsai (the program committee)

**Relationships among Conflict Perceptions, Negative Moods, and Turnover Intention: An Analysis of a
Five-round Survey**

Abstract

We collected a five-round survey in Taiwan to investigate the relationships among conflict perceptions, negative moods, and turnover intention. We used a two-level hierarchical linear modeling (HLM) to test our hypotheses and controlled for measures of the previous time interval. Our initial number of respondents was 70, which reduced to 52 in the final round of the survey. The sample consisted of a total of 230 observations. The results support causal linkages of both conflict perceptions on negative moods and negative moods on conflict perceptions, and causal linkages of both conflict perceptions on turnover intention and negative moods on turnover intention. Conflict perceptions mediated the relationship between negative moods and turnover intention, but negative moods did not mediate the relationship between the other two variables. Thus, people's negative moods triggered their perceived conflict within the workgroup, and such perceptions led them to think of quitting.

Keywords: Conflict perception, negative mood, turnover intention, longitudinal study

國科會補助計畫衍生研發成果推廣資料表

日期:2011/08/31

國科會補助計畫	計畫名稱: 人們如何解讀與管理他們的衝突? 多層次探討影響衝突框架與衝突管理的因素
	計畫主持人: 楊美玉
	計畫編號: 99-2410-H-263-006- 學門領域: 組織行為與理論
無研發成果推廣資料	

99 年度專題研究計畫研究成果彙整表

計畫主持人：楊美玉		計畫編號：99-2410-H-263-006-				計畫名稱：人們如何解讀與管理他們的衝突？多層次探討影響衝突框架與衝突管理的因素	
成果項目		量化			單位	備註（質化說明：如數個計畫共同成果、成果列為該期刊之封面故事...等）	
		實際已達成數（被接受或已發表）	預期總達成數（含實際已達成數）	本計畫實際貢獻百分比			
國內	論文著作	期刊論文	0	0	100%	篇	
		研究報告/技術報告	0	0	100%		
		研討會論文	1	1	100%		
		專書	0	0	100%		
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力（本國籍）	碩士生	2	2	100%	人次	
		博士生	0	0	100%		
		博士後研究員	0	0	100%		
		專任助理	0	0	100%		
國外	論文著作	期刊論文	0	0	100%	篇	
		研究報告/技術報告	0	0	100%		
		研討會論文	1	1	100%		
		專書	0	0	100%		章/本
	專利	申請中件數	0	0	100%	件	
		已獲得件數	0	0	100%		
	技術移轉	件數	0	0	100%	件	
		權利金	0	0	100%	千元	
	參與計畫人力（外國籍）	碩士生	2	2	100%	人次	
		博士生	0	0	100%		
		博士後研究員	0	0	100%		
		專任助理	0	0	100%		

<p style="text-align: center;">其他成果</p> <p>(無法以量化表達之成果如辦理學術活動、獲得獎項、重要國際合作、研究成果國際影響力及其他協助產業技術發展之具體效益事項等，請以文字敘述填列。)</p>	無
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	成果項目	量化	名稱或內容性質簡述
科 教 處 計 畫 加 填 項 目	測驗工具(含質性與量性)	0	
	課程/模組	0	
	電腦及網路系統或工具	0	
	教材	0	
	舉辦之活動/競賽	0	
	研討會/工作坊	0	
	電子報、網站	0	
	計畫成果推廣之參與(閱聽)人數	0	

國科會補助專題研究計畫成果報告自評表

請就研究內容與原計畫相符程度、達成預期目標情況、研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）、是否適合在學術期刊發表或申請專利、主要發現或其他有關價值等，作一綜合評估。

1. 請就研究內容與原計畫相符程度、達成預期目標情況作一綜合評估

達成目標

未達成目標（請說明，以 100 字為限）

實驗失敗

因故實驗中斷

其他原因

說明：

2. 研究成果在學術期刊發表或申請專利等情形：

論文： 已發表 未發表之文稿 撰寫中 無

專利： 已獲得 申請中 無

技轉： 已技轉 洽談中 無

其他：（以 100 字為限）

已將研究成果撰寫成論文，投稿研討會並接受報告，並已進行期刊投稿。

3. 請依學術成就、技術創新、社會影響等方面，評估研究成果之學術或應用價值（簡要敘述成果所代表之意義、價值、影響或進一步發展之可能性）（以 500 字為限）

本研究係探討人們心情狀態與人格特質對衝突事件的認知以及衝突管理模式的選擇。在實務上，由於華人重視面子及人際和諧，本文可提供人們如何有效地處理人際互動中的衝突。在理論上，本文延伸並整合情緒侵潤理論與自我規範效果，採用跨層次的研究方式，深入探討未操弄的狀況下，心情的影響效果，以及其與人格的互動效果。