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DO ORGANIZATIONAL CONFLICT CULTURES AFFECT INDIVIDUAL COMMUNICATION STYLES? THE CASE OF EMOTIONALITY AND VERBAL AGGRESSIVENESS

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Abstract

The present study intends to analyze if the conflict cultures of the organizations influence the communication style that individuals use. And if the leader-member exchange influences the previous relationship. The organizational conflict cultures can be divided into three styles: avoiding, dominating and collaborating. The communication styles studied are emotionality and verbal aggressiveness. This study also intends to contribute to literature about conflict cultures since it is a less studied topic. For this effect, it was tested a theoretical model that pointed conflict cultures as variables that predict communication styles and points leader-member exchange as moderator.

This study had 162 participants from different companies, all of these participants were members of a company and had a leader, answering a survey with 56 questions about conflict cultures, communication styles, leader-member exchange, and sociodemographic questions.

The results of this study revealed that a dominating organizational conflict culture predicts emotionality as a communication style and, namely, the facets of sentimentality, worrisomeness, and defensiveness. A dominating conflict culture predicts also a communication style of verbal aggressiveness, namely, the facets of angriness, authoritarianism, and derogatoriness. A collaborating conflict culture has a negative relationship with the individual communication style of emotionality, namely, the facets of worrisomeness and defensiveness. A collaborating conflict culture has also a negative relationship with the individual communication style of verbal aggressiveness namely the facets of angriness, authoritarianism, derogatoriness, and nonsupportiveness. Regarding the moderating effect, the quality of the leader-member exchange moderates the relationship between a collaborating conflict culture and the communication style of emotionality.

Keywords: Conflict cultures, Communication Styles, Leadership, Leader-Member Exchange (LMX).

Resumo

O presente estudo pretende analisar se as culturas de conflito das organizações influenciam o estilo de comunicação que os indivíduos utilizam. E se a relação entre os líderes e os seus subordinados tem efeito na relação anterior. As culturas de conflitos das organizações podem ser do tipo evitação, dominação ou colaboração. Já os estilos de comunicação estudados são a emotividade e a agressividade verbal. Este estudo pretende também contribuir para a literatura sobre culturas de conflito tendo em conta que é um tópico pouco estudado até ao momento. Para o efeito testou-se um modelo teórico apontando as culturas de conflito como variáveis que predizem os estilos de comunicação e apontando a relação líder-subordinado como moderadora.

Participaram neste estudo 161 colaboradores de diferentes empresas que detinham um líder, respondendo a um questionário com 56 questões sobre culturas de conflitos, estilos de comunicação, relação líder-subordinado e questões sociodemográficas.

Os resultados deste estudo revelaram que a cultura de conflito de dominação na organização prediz a emotividade como estilo de comunicação nomeadamente as facetas de sentimentalismo, preocupação e defesa. Uma cultura de conflitos de dominação prediz um estilo de comunicação de agressividade verbal nomeadamente as facetas de indignação, autoritarismo e depreciação. Já a cultura de conflitos de colaboração tem uma relação negativa com o estilo de comunicação de emotividade, nomeadamente as facetas de preocupação e defesa. A cultura de conflitos de colaboração tem também uma relação negativa com o estilo de comunicação agressividade verbal, nomeadamente as facetas de indignação, autoritarismo, depreciação e falta de apoio. Relativamente ao efeito moderador, a qualidade da relação líder-subordinado modera a relação entre a cultura de conflitos de colaboração e o estilo de comunicação de emotividade.

Palavras-chave: Culturas de Conflitos, Estilos de Comunicação, Liderança, Relação Líder-Subordinado (LMX).

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Introduction

Conflict is a common phenomenon in all areas of social life including, of course, organizations (Simões, 2015). Rahim (2002) defined conflict as an interactive process manifested in incompatibilities, disagreements, or a dissonance within or between social entities as in individual groups or organizations. With an increase of the diversity of the workforce, an increase of the use of new technologies, organizations with a flat structure, collaborators with flexible schedules and closest relationships between leaders and subordinates, increases the potential conflict (Simões, 2015). All these factors can have an impact in organizational conflicts and leaders need to take them in account in their strategies, knowing that conflicts that have a negative impact on individual or group performance may be reduced but conflicts that have a positive impact on individual or group performance should be processed in a constructive way (Rahim, 2011). As is normal, different individuals tend to use different conflict management strategies but when in the same organization they tent to share social and normative ways to manage conflicts, what is named by a conflict cultures that guide attitudes and behaviors of the organizational members in order to reduce the range of individual variations in conflict management (Gelfand et al., 2012). Conflict cultures emerge especially from the leader attitudes facing conflicts and from his personality (Gelfand et al., 2012; Schein, 1983).

Usually we think that individuals' social identity, different resources of the individuals or the power differences are elements that unleash conflicts, but a conflict is usually associated with a minor occurrence that makes this dissonance higher or a deficient communication. Leaders admit some problems in organizations could be solved by a better decision-making or better communication (Simões, 2015). With this information is possible to understand that communication is a cause of conflicts, but with this study, we intend to test if communication styles can be a consequence of its management in an organization. Until this moment these correlations were not studied, but we expect a correlation between these variables since it is necessary to understand the feelings, goals, and arguments of the other party in their communication intentions and this recognition requires taking into account the perspective of the other and the context in which communication occurs (Simões, 2015). This perspective assumes that the organizational context where the conflict occurs may influence the way individuals communicate (communication styles) because a conflict culture is considered as an organizational context. A communication style of emotionality is used in situations where

tension and emotional liability are explicit during communications (Simões, 2015). A communication style of verbal aggressiveness is often associated to dysfunctional relational outcomes and employed as a means of argument, to express anger, or to manipulate another person's behavior (Infante, Burning, & Martin, 1994). These behaviors are associated to conflicts.

Having an effective communication is an essential component for an effective leadership and the leader–member exchange (LMX) implies that the leaders' communication styles are conceptually relevant (Bakker-Pieper, De Vris, 2013). Leadership corresponds to a process whereby an individual influence a group of individuals to achieve a common goal (Northouse, 2010). The influence of a group of individuals can occur based in the balance between the investments and returns of the leader and members (LMX) of the organization, where supervisors have different relationships with their subordinates explained by the effect of leadership in the process and outcomes of a relationship reciprocity (Graen & Uhl-Bien, 1995). This relationship between leaders and members corresponds to one of the new topics that may increase conflicts in organizations. Leader attitudes facing conflicts with his subordinates that emerge in the conflict cultures of the organization can be shared with the members in a closest relationship. It is possible to conclude that the relationship between leaders and members influence the communication styles and conflict cultures.

This exploratory study intends to answer the following question: do organizational conflict cultures (avoiding, dominating and collaborating) affect individual communication styles (verbal aggressiveness and emotionality)? And to understand if there is a possible effect of the quality of the leader-member exchange in the previous relation.

This investigation also has a purpose of contributing to literature about conflict cultures since, at this moment is a topic with few developments, it was only explored by Gelfand et al. (2012). We also aim to contribute to the literature related with communication styles, since at this time the only relation that is studied is that communication is one of the principal sources of conflicts (Robbins 2005). This investigation will study the inverse relationship if an organizational conflict culture influences the communication style of the individual and also if this relationship is higher when the leader and the subordinate have a good relationship.

This study is divided into two different chapters, the first one named: conflicts and communication styles and the second one named: the effects of the organizational conflict cultures on individual communication styles. The first chapter presents the literature review that supports the investigation. The second chapter presents the objectives and hypothesis of the study, the method, the results, the discussion and conclusions.

Chapter I
Conflicts and communication styles

1.1. Conflicts and Conflict Management

Conflicts

Conflict is almost inevitable when working with others. People have different points of view and, in certain circumstances that may escalate into conflict. How you manage this conflict dictates your outcome in terms of success or catastrophe for the operation of the team in question. To understand why and how conflicts have an influence on the organizations performance we need to understand the concept of conflict and what are the characteristics of a conflict.

There are several definitions of conflict. Rahim (2002) defended that "a conflict is an interactive process manifested in incompatibility, disagreements, or a dissonance within or between social entities (i.e., individual group, organization, etc.)." Robbins (2006) defended that "a conflict is when one of the parties understands that affects negatively something that a first one considers important". Jambrek (2008) suggest that "a conflict is a process of social interaction and situation, where interests and activities of participants (individuals or groups) actually, or apparently, confront, block and disable the realization of one party's objectives".

Rahim (2011) after a review of Baron (1990) from different definitions of conflict concluded that even understanding that not all the definitions are identical they have five aspects in common: that a conflict includes opposing interests between individuals or groups in a zero-sum situation, that such opposed interests must be recognized for conflict to exist, that a conflict involves beliefs, by each side, that the other will oppose (or has already opposed) its interests, that a conflict is a process that is developed out of existing relationships between individuals or groups and reflects their past interactions and the contexts in which these took place and lastly that actions by one or both sides produce opposing of the others' goals.

The same author, Rahim (2011), identified also six situations when a conflict can occur: when a party is required to engage in an activity that is incongruent with his or her needs or interests, when a party holds behavioral preferences and the satisfaction is incompatible with another person's preferences, when a party wants some mutually desirable resource that is in short supply, such that the wants of everyone may not be satisfied fully, when a party possesses attitudes, values, skills, and goals that are salient in directing them behaviors but the perceived to be exclusive of the attitudes, values, skills, and goals held by the others, when two parties have partially exclusive behavioral preferences regarding their joint actions and when two parties are interdependent in the performance of functions or activities.

All the definitions of conflicts are correct and add more information to the other ones. Conflict is an interactive social process that can influence the level of trust, respect and cohesion in the group. Conflicts can be seen as a challenge to leaders and subordinates that need to deal with the type of conflict, their emotions, the environment and their motivations.

There are four types of conflicts: intrapersonal, interpersonal, intragroup and intergroup. For this study we will focus only on the intra-organizational conflicts.

Intra-organizational Conflicts

Nowadays companies have to take in attention the new challenges in conflict management as the increase of the diversity, the increase of the use of new technologies, changes in the organization's hierarchy, flexible schedules/hours and the closest relationships between leaders and subordinates.

Organizational conflict occurs, as individuals engage in activities that are incompatible with those of colleagues within their network, members of other organizations, or unaffiliated individuals who utilize the services or products of the organization (Rahim, 2002).

Different authors defend different models of intra-organizational conflicts. Stojkovic, Kalinich and Klofas (2003) consider that intra-organizational conflict has four different types: vertical, horizontal, line-staff and role conflict. Vertical conflicts could occur because the supervisor is always telling employees what to do and tries to micromanage instead of letting the employees do their job. This type of conflict exists in organizations where the structure has a high degree of formality. Horizontal conflicts occur between employees on the same hierarchical level. Horizontal conflicts can manifest themselves for many reasons, including ideas, decisions about which units or individuals do not agree or the distribution of resources. Line-staff conflicts occur between support staff and line employees in the same department. And role conflicts occur from an incomplete or otherwise fallacious understanding of the assignment given to an employee at a specific moment.

Another model of intra-organizational conflict is defended by Thomas (2010) named structural model of conflict is composed by four variables. The behavioral predispositions that correspond to attitudes, needs, personality traits, attitudinal dissimilarities, competitive needs, gain motivation, incompetence, and socially devalued personal qualities breed conflict. Social pressures that can be of two types influenced by groups that are one of the parties in the conflict or pressure that flows from outsiders of the conflict. Incentive structures that refer to the distribution of rewards following cooperative and non-cooperative transactions. And finally

rules and procedures that refer to laws, customs, conventions and the like which govern ongoing negotiations.

Another intra-organizational conflict model was developed by Robbins (2005) where conflict has these three sources, communication, structure and factors of personal behavior. Communication is considered the principal source of conflicts because there are several situations that communication fails: when communication includes only a part of the necessary information, when it incorporates ambiguous or threatening information or when it offers too much information (either in terms of quantity or too highly coded for the recipient). Structure variables as the bureaucratic elements, reward systems, interdependence of the tasks and the heterogeneity of the personnel can create conflicts between individuals and between groups. And factors of personal behavior like personality, satisfaction, the status or the objectives can favor or diminish the probability of conflicts occurring in organizations.

There are three different types of intragroup conflicts. Relationship conflicts that are related to disagreements and incompatibilities among group members regarding personal issues that are not task-related. This type of conflicts is frequently associated to social events, gossip, clothing preferences, political views and hobbies. Task conflicts are related to disagreements among group members, concerning ideas, opinions about the task being performed. And process conflicts are defined as disagreements about logistical and delegation issues such as how task accomplishment should proceed in the work unit, who is the responsible for what, and how things should be delegated Jehn (2000).

All of these models have different perspectives that complement each other, the model of Stojkovic, Kalinich and Klofas (2003) look at intra-organizational conflicts from the perspective of the different levels in the organization that a collaborator can have a conflict. The model of Thomas (2010) focus on structural cause of intra-organizational conflicts. Robbins (2005) model focus on intra-organizational conflict sources and finally Jehn (2000) focus his model on the perspective of with how a collaborator has a conflict.

Conflict Management Definition

Conflict management is usually confused with conflict resolution and they are different concepts, that have different means. Rahim (2011) distinguish both concepts telling that conflict resolution implies reduction, elimination or termination of conflict and conflict management involves designing effective strategies to minimize the dysfunctions of conflict and enhancing their constructive functions in order to enhance learning and effectiveness of an

organization. Conflict management strategies need to consider the type of conflict since this can have a negative impact on individual or group performance.

In order to implement conflict management strategies there is a need to understand that certain types of conflict that have a negative impact on individual or group performance may need to be reduced, that on the other hand are types of conflicts that can have a positive impact on individual or group performance and also that organizational members will have disagreements all will need to deal with them in a constructively way (Rahim, 2011).

Conflict Management Styles

Past researchers developed different models of handling interpersonal conflicts composed by a different number of styles. Deutsch (1990) and Knudson, Sommers & Golding (1980) defended models with two different styles. Putnam & Wilson (1982), Lawrence & Lorsch (1967) and Billingham & Sack (1987) defended models with three styles. Pruitt (1983) and Kurdek (1994) defended models with four styles. Finally, Follett (1940), Blake & Mouton (1964), Thomas (1976) and Rahim (1983) defended models with five styles. From all these models the ones that are more often used are the dual-concern model from Blake & Mouton (1964) and the conflict mode instrument of Thomas (1976). Blake & Mouton model tells that an individual chooses different strategies to manage conflicts based on the concern for the self and the concern for the others. This model suffered several variations from different authors.

For this study we will focus on the conflict mode instrument of Thomas-Killman developed in 1976. This is a model of assertiveness and cooperativeness that identifies five possible approaches based on behaviors and demonstrated attitudes. Assertiveness can be described as the extent to which the individual attempt to satisfy his concerns. Cooperativeness is described as the extent to which the individuals attempts to satisfy the other person concerns. These dimensions were used for Thomas-Killman to define five styles that reflect the behavioral intentions of an individual facing a conflict: competing (high assertiveness and low cooperativeness), collaborating (high assertiveness and high cooperativeness), compromising (intermedium assertiveness and cooperativeness), avoiding (low assertiveness and low cooperativeness) and accommodating (low assertiveness and high cooperativeness).

Competing goes all out to win the individuals objectives and as result ignores the needs and expectations of the different parties. Competing might mean standing up for your rights, defending a position you believe is correct, or simply trying to win. Superiors tend to use this conflict management style to deal with them subordinates who are very assertive or that not

have expertise to take technical decisions. This conflict management style can be used in situations like these ones: when is necessary a quick and vital decision, on vital issues to the company when the individual know that are right, when an individual need to protect them self from people who take advantage of a noncompetitive behavior and on important issues when is necessary to implement an unpopular decision. Competition is not appropriate to use when there is a complex conflict, when there is enough time to make a good decision or when the issue is not important to the party.

Collaborating occurs when there is an individual attempt to work with the other person to find a solution that satisfies both parties, this can be associated with problem-solving. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights, resolving some condition that would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem. 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 conflict management style can be used in situations like these ones: when an individual need to find an integrative solution and the concerns of both parties are too important to be compromised, when the individual objective is to learn and test the assumptions and understand others views, when an individual want to merge insights from people with different perspectives on a problem, when an individual wants to gain commitment by incorporating others concerns into a consensual decision or when an individual need to work through hard feelings that have been interfering with a relationship. This style is not appropriated when the task or the problem is simple when an immediate decision is required, when other parties are unconcerned about the outcome and when the other parties do not have problem-solving skills.

Compromising occurs when both parties give up of something in order to make a decision that is acceptable for both. This style is more used for avoiding protracted conflicts. This conflict management style can be used in situations like these ones: when goals are moderately important but not worth the effort or the consequences involved in using more assertive modes, when are two opponents with equal power are strongly committed to mutually exclusive goals, when an individual wants to achieve a temporary settlement of a complex issue, when an individual need to arrive to an expedient solution under time pressure and as a backup mode when collaboration or competition fails. This style is not appropriated when one party is more powerful or when the problem is complex enough needing a problem-solving approach.

Avoiding occurs when an individual fails to satisfy them concerns as well as the concerns of the other party. In this style individuals do not address the conflicts. Avoiding might take the form of diplomatically sidestepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation. This conflict management style can be used in situations like these ones: when an issue is unimportant or when other, more important issues are pressing, when an individual perceive no chance of satisfying your concerns, when the potential costs of confronting a conflict outweigh the benefits of its resolution, when an individual need to let people cool down in order to reduce tensions to a productive level and to regain perspective and composure, when the is a need of gathering more information outweighs the advantages of an immediate decision, when others can resolve the issue more effectively and when the issue seems tangential or symptomatic of another, more basic issue. This style is not appropriated to use when the issue is important to them, when is of the party the responsibility to take decisions and when there is a need to take a decision.

Accommodating occurs when an individual neglect his or her own concerns to satisfy the concerns of the other party (self-sacrifice). This style might take the form of selfless generosity or charity, obeying another person's order when you would prefer not to, or yielding to another's point of view. This conflict management style can be used in situations like these ones: when an individual realizes that he is wrong, when the issue is much more important to the other person than is for him, when an individual want to build up social credits for later issues that are important, when an individual is outmatched and losing, and more competition would only damage the cause, when preserving harmony and avoiding disruption are especially important and when an individual want to help the employees development by allowing them to learn from them mistakes. This style is not appropriated to use in issues that are important to the individual and thinks that is right or when a party believes that the other party is wrong or unethical.

As is possible to understand conflict management styles can be categorized in two different groups based on their motivational differences in the conflict resolution process: the group win-lose or the group win-win/lose-lose. The group win-lose, where competing and accommodating belongs, reach for distributive solutions. This group indicates either extreme taking from others when competing or extreme giving to others when accommodating. It represents a mentality when if one party wins the other one loses. The group win-win, where collaborating and avoiding belongs, reach for integrative solutions. This group represents fully satisfying all parties concerns when collaborating (all parties win) or neglecting both self and

others' concerns when avoiding (all parties lose). This group addresses the extent to which both parties' interests are incorporated into solutions. (Ma et al., 2012)

1.1.1. Conflict cultures

Individuals have different ways to deal with conflicts and different preferences relating to use some of conflict management's strategy but when they belong to the same organization they can share a position about the strategy to adopt. This can be traduced in a culture of conflicts with socially shared and normative ways to manage conflicts. Conflict cultures guide organizational members' attitudes and behaviors, and thereby reduce the range of individual variation in strategies used to manage conflict in organizations Gelfand et al. (2012).

Gelfand et al. (2012), argues that conflict cultures initially emerge from the attitudes manifested by leaders facing conflicts and that later individual conflict management preferences of others converge around such attitudes. Schein (1983) argued also that the personality of the leader affects the development of organizational culture.

A wide variety of conflict management strategies in the literature about conflicts converges on a board distinction between three conflict management styles: collaborating, dominating and avoiding, corresponding to conflict cultures. These approaches emerge from the attitudes demonstrated by leaders and the coping means shared by members of an organization affect the conflict management style of the organization itself.

Avoiding conflict culture

This conflict culture tends to shy away from addressing conflict and go to great lengths to suppress the expression of conflicts. Individuals that use this conflict culture use agreeable and accommodating norms of conflict management. In this conflict culture there is the assumption that conflict is dangerous and should be suppressed for the prosocial goal of maintaining harmonious relationships. The normative behaviors associated to this conflict culture can be acquiescing to the point of view of others, changing the subject and smoothing over or evading over discussion of the issue. This conflict culture is associated to people with low creativity. A leader who emphasizes extremely might facilitate an avoidant conflict culture (Gelfand et al., 2012).

Dominating conflict culture

In this conflict culture people are inclined to compete and dominate the conflict partner to seek victory. This conflict culture is characterized by conflict management norms that encourage active confrontation in order to publicly win conflicts. This conflict culture is the assumption that individuals have the agency to openly deal with conflict and that disagreeable or competitive behaviors are appropriate and normative. Normative behaviors for handling conflicts may include direct confrontations and heated arguments in which individuals are reluctant to give in, yelling and shouting matches, or threats and warnings. This conflict culture is negatively associated with customer service and cohesion (Gelfand et al., 2012).

Collaborating conflict culture

Corresponds to a proactive approach and easily engage in constructive negotiations and collaborative problem solving. In this conflict culture individuals have capacity to openly deal with conflict and that cooperative behaviors, resolving conflicts openly. These normative behaviors can be listening to the opinions of all parties involved, mediation of different perspectives, open and honest discussion of the conflict and demonstrations of mutual respect. This conflict culture can be positively related to organization viability, cohesion and potency. When organizations have a highly charismatic and transformational leadership this culture of conflict have more possibilities to be developed (Gelfand et al., 2012).

1.2. Communication

Communication is present in all our actions, we are not only communicating verbally but also para-verbally or non-verbally. So, it's important that individuals communicate adequately in our personal life but also in our professional life. Individuals need to interact and communicate at work between colleagues an engaging in social interactions, with clients or subordinates.

Communication is described by Redding (1972) as "the behaviors of human beings, or the artefacts created by human beings, with result in messages being received by one or more persons". According to Hener (2010) there are several types of communication in the organizations, two of the most important are formal and informal communication. In a formal communication information is sent through the officially designated channels between the different organization positions. Formal communication can be differentiated in three types: downward communication, upward communication and horizontal communication. Downward communication is the one that flows from upper levels to lower levels. The types of messages transmitted are job instructions, job rationales, information on procedures and practices or feedback. It is considered to be efficient, but it is the expression of the managerial control and it frequently generates vertical conflicts. Upward communication is the transmission of messages from lower levels to the higher ones. Types of messages sent through this type of communication could be, for example, about performance on the job, about job related problems, about employees and their problems, about subordinates' perceptions of organization policies and practices, tasks and procedures. Horizontal communication corresponds to a flow of messages across functional areas at a level of an organization. The messages exchanged are those that facilitate problem solving, information sharing across different work groups, task coordination between departments and project teams. It is effective, but not efficient and may generate horizontal conflicts. Lastly, informal communication corresponds to when organizations don't have officially designated channels of communication. It is a necessary and unavoidable aspect of organization life, it creates a relaxed, comfortable climate and addresses problems not accessible to the formal communication, thus aiding the functioning of the organization.

Is important to this study to understand what communication is, which types of communication exists, and also what are communication styles and which ones exists. That will be described in the next topic.

1.2.1. Communication Styles

Communication styles don't have only an important role in personal life but also in relations between individuals and their colleagues, their hieratical superiors, their subordinates, their internal or external clients.

De Vries, Bakker-Pieper, et al. (2009) defined communication style as: "the characteristic way a person sends verbal, para-verbal, and non-verbal signals in social interactions denoting (a) who he or she is or wants to (appear to) be, (b) how he or she tends to relate to people with whom he or she interacts, and (c) in what way his or her messages should usually be interpreted". Other definition by Norton (1983) defines communication style as "the way one verbally, nonverbally, and para-verbally interacts to signal how literal meaning should be taken, interpreted, filtered, or understood". The first definition is more completed, including person's identity and also interactional aspects of communicative behaviors.

To address what are the communication styles De Vries, Bakker-Pieper et al. (2009) developed the Communication Styles Inventory (CSI) from a lexical study that operationalized six communication styles: expressiveness, preciseness, questioningness, impression manipulativeness, emotionality and verbal aggressiveness. In this study it will be addressed communication styles but with a focus on emotionality and verbal aggressiveness because they seem to be the more relevant when associated with conflicts. Expressiveness is used for people that tend to have an easy speech, eloquently and well-humored, that frequently assume the domain of the conversations where they participate. Preciseness is used for people that denotes a structured and well-planed way of communication with a thoughtful and relevant discourse. Questioningness is used for people that have tendency to question others and question themselves about non-immediate matters. People that tent to use questioningness like a particular controversy and strong argumentation. Impression manipulativeness is used for people that tent to control the impression that generate on others, using charm and flattery in conversations or using false beliefs conducting the interlocutors to convincing conclusions but dubious. Emotionality is used for people that use their expressions and their emotional stability in their way of communicating, including the levels of tension and emotional liability explicit during communications. And lastly verbal aggressiveness is used for people that have tendency to actively ignore the positions and interests of the others, not listening to them and use irony in a way that hurts the interlocutor's feelings. (Simões, 2015)

Communication Style of Emotionality

The emotionality factor seems to reflect components of piqued, stressed, relaxed, ironic about something, sadness, irritability, anger, and tension (De Vries, Bakker-Pieper, et al., 2009). A communication style of emotionality is used for people that use their expressions and their emotional stability, in their way of communicating, including the levels of tension and emotional liability explicit during communications. (Simões, 2015)

An emotionality communication style is divided in four different facets: sentimentality, worrisomeness, tension and defensiveness. Sentimentality is possible to observe in the following items form the CSI: when I see others cry, I have difficulty holding back my tears and when describing my memories, I sometimes get visibly emotional. Worrisomeness is possible to observe in the following items form the CSI: I tend to talk about my concerns a lot and when I worry, everybody notices. Tension is possible to observe in the following items form the CSI: I can be visibly tense during a conversation and I find it hard to talk in a relaxed manner when what I have to say is valued highly. And finally, defensiveness is possible to observe in the following items form the CSI: The comments of others have a noticeable effect on me and when people criticize me, I am visibly hurt.

Communication Style of Verbal Aggressiveness

Verbal aggressiveness is defined as "a personality trait that predisposes people to attack the self-concepts of others". (Infante & Wigley, 1986) These authors also define a verbal aggressive behavior as the representation of an individual expression of inborn, biological characteristics to behave in a specific manner with minimal effects to environmental or situational factors. A verbal aggressiveness communication behavior often leads to dysfunctional relational outcomes and is often employed as a means of argument, to express anger, or to manipulate another person's behavior (Infante, Burning, & Martin, 1994). Verbal aggressive messages between individuals are believed to increase anti-social behaviors and to decrease affinity (Martin & Anderson, 1995). Verbal aggressiveness is used for people that have tendency to actively ignore the positions and interests of the others, not listening to them and use irony in a way that hurts the interlocutor's feelings. (Simões, 2015)

A verbal aggressiveness communication style is divided in four different facets: angriness, authoritarianism, derogatoriness and nonsupportiveness. Angriness is possible to observe in the following items form the CSI: If something displeases me, I sometimes explode with anger and I tend to snap at people when I get annoyed. Authoritarianism is possible to observe in the following items form the CSI: I sometimes insist that others do what I say and

when I feel others should do something for me, I ask for it in a demanding tone of voice. Derogatoriness is possible to observe in the following items form the CSI: I have at times made people look like fools and I have been known to be able to laugh at people in their face. Finally, nonsupportiveness is possible to observe by the reverse of the following items form the CSI: I always show a lot of understanding for other people's problems and I always take time for someone if they want to talk to me.

1.2.2. Communication and Conflicts

Communication as an important role in organizations, preventing conflicts, helping in conflict management and resolution activities. But also, can engender conflicts and escalate conflicts. A conflict is usually associated with other events as a minor incident that makes the antagonism more salient or difficulties in communication. In order to manage conflict, there is a need to use individual communication competencies (Simões, 2015).

According to Hener (2010) there are three functions of communication regarding conflicts. The first one refers to the individual knowing himself and the others in order to know what to expect, how can influence others and to make our own position known so they can react to it. The second one is about developing a consistent relationship with the others, so that we could give significance to our reality. The third function refers to the communication function of influence and persuasion, developing further the idea of common effort and collaboration. This perspective tells us that understanding the feelings, objectives and arguments of the other party takes us to understand their communicative intentions, taking in consideration their perspective and the context here the communication occurs (Simões, 2015).

1.3. Leadership

According to Yukl (2006) "leadership is the process of influencing others to understand and agree about what needs to be done and how to do it, and also the process of facilitating individual and collective efforts to accomplish shared objectives". Northouse (2010) defended that leadership "is a process whereby an individual influence a group of individuals to achieve a common goal". These two definitions of leadership suggested five components central to the phenomenon of leadership: that leadership is a process, that leadership involves influencing others, that leadership happens in a group context, that involves goals attainment and that these goals are shared by leaders and their followers. Usually people think that leadership is a trait that only few people have but defining leadership as a process means that is a transactional event that happens between leaders and their subordinates.

Is important that leaders learn how they can influence the interpretation of external events, the choice of objectives, the motivation of members to achieve goals, mutual trust, coordination of work activities, development of member skills, enhance shared beliefs and values (Yukl, 2012). An incorrect or inadequate use of leadership can influence negatively an organization, their subordinates and also the leader.

For this study is important to understand that leaders work with their subordinates to achieve common goals expending time and effort in determining appropriate goals in order to have them achieved more effectively and easily.

Leadership is one of the most studied topics in literature, having an amount of theories grouped by Dinh et al. (2014) in these categories: neo-charismatic theories, social exchange/relational theories, trait/dispositional theories, leadership and information processing theories. For the propose of this study we will focus on the leader-member exchange (LMX) that we will be described in the next topic.

1.3.1. Leader-member exchange

Leader-member exchange (LMX) is one of the most studied leadership theories across literature. This theory indicates that supervisors have different relationships with their subordinates, explaining the effect of leadership in processes and outcomes of a relationship reciprocity and highlights the quality of exchange relationships between leaders and members (Graen & Uhl-Bien, 1995). For this author the benefits of the social and psychologic exchange can be: true, self-esteem, approval, relationship endorsement and consideration. Some of the

causes of the different quality or relationships between subordinates and leaders can be personality differences, liking each other and the subordinate capability. Yammarino & Dansereau (2002) add that this relationship is based in the balance between the investments and returns of both parts.

LMX has three different theoretical levels influencing perceptions and behaviors in the employee relationship: individual level, individual-within-group and group level. At the individual level the reciprocation of behaviors with rewards in exchange relationships. At the individual-within-group level is accessed how employees perceive their treatments by the leaders when compared with other colleagues in a group. At group level is accessed the variance in groups where exit comparisons between employees of distinct treatments involve exchange between employee and the organization. (Henderson et al., 2008)

Davis & Gardner (2004) suggested that when occurs a low quality LMX, subordinates gain more support and information from their leaders. When occurs a high quality LMX subordinates will have signals of trust, liking, loyalty, professional respect and reciprocal behaviors. This can be traduced in a better relationship between the leader and members that can result in a better performance and a higher motivation. High quality LMX is greatly beneficial to organizations, since it contributes to a number of different outcomes as: reduced turnover intentions, role ambiguity, role conflict and, increased job performance, general job satisfaction, organizational commitment, organizational justice perceptions, job climate, and innovation. (Dulebohn et al. 2012; Gerstner & Day, 1997; Ilies et al., 2007; Uhl-Bien, Graen, & Scandura, 2000). Mouriño-Ruiz (2010) defended that leaders with a high LMX quality promote the commitment, the loyalty, the trust and also the development of the members.

1.3.2. Leadership and Conflicts

As explained before nowadays leaders need to deal with different topics on companies as an increase of the diversity of the workforce, an increase of the use of new technologies, organizations with a hierarchy different from the traditional, collaborators with flexible schedules and closest relationships between leaders and subordinates (Simões, 2015). And all of these factors can have impact in organizational conflicts and leaders need to take them in account in their strategies, knowing that conflicts that have a negative impact on individual or group performance may be reduced but conflicts that have a positive impact on individual or group performance should be processed in a constructive way (Rahim, 2011).

1.3.3. Leadership and Communication

Communication is a concept central to leadership (De Vries, Bakker-Pieper, and Oostenveld, 2010 after reviewing Awamleh and Gardner 1999; Den Hartog and Verburg 1997; Frese et al. 2003; Kirkpatrick and Locke 1996; Riggio et al. 2003; Shamir et al. 1994; Spangler and House 1991; Towler 2003), and having an effective communication is an essential component for an effective leadership. Factors as subordinates' job performance, satisfaction with the leader, motivation, leader effectiveness and group performance can be influenced by the leader communication (Judge & Piccolo, 2004).

Communicative acts are applicable in a leadership setting and is given the importance of communication for leadership where is assumed that Communication Styles are conceptually relevant narrow predictors for several leader outcomes (Bakker-Pieper, De Vris, 2013). The content and way of leaders communicate is important for subordinates (Bakker-Pieper, De Vris, 2011) since the process of leadership assents to the process of influencing a group of individuals to achieve a common goal (Northouse, 2010).

Leader-members exchange (LMX) is therefore based on the assumption that the frequency and patterns of communication, norms of reciprocity, agreement of values, and other tactics of interaction between leaders and subordinates can result in high mutual trust and organizational advantage (Christensen et al., 2014). So, it's possible to understand that leader–members interaction implies that leader communication styles are conceptually relevant (Bakker-Pieper, De Vris, 2013).

In summary, the literature presented showed that having an avoiding, dominating or collaborating conflict culture is different and can be associated with different behaviors or organizational members. It showed also that individuals have different communication styles and seems to indicate that conflict cultures are associated with communication styles. In the next chapter we will describe the objectives, hypothesis and results of this investigation having this literature as the basis.

Chapter II

The effect of the organizational conflict cultures on individual communication styles

2.1. Objectives and hypothesis

With this study we intended to (1) understand the effect of organizational conflict cultures on the individual communication styles, verbal aggressiveness and emotionality, (2) understand if the quality of the leader member exchange moderates the relationship between these two organizational conflict cultures and the individual communication styles, and (3) contribute to the literature with more information about conflict cultures since is a topic is less investigated.

This investigation intends to answer the following question: do organizational conflict cultures (avoiding, dominating and collaborating) affect individual communication styles (verbal aggressiveness and emotionality)? We also intend to test a possible moderation effect in the previous relationship. The model is present in Figure 1.

Figure 1: Investigation model – studied variables and predicted relations between them (hypotheses)
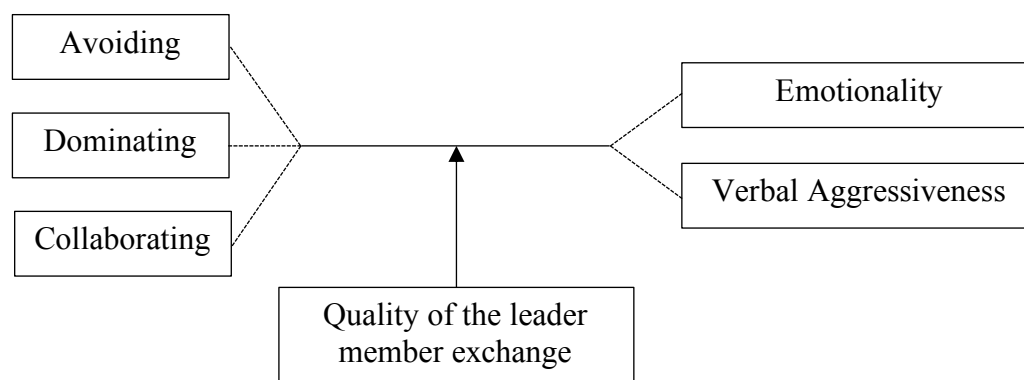
As explained before, communication is considered the principal source of conflicts when it fails in different situations (Robbins 2005), with this sentence it is possible to assume that a failed communication is a predictor for conflicts. But there is no information about the inverse relationship, that conflicts predict different communication styles. This study will explore the relationship between conflict cultures and communication styles, in the sense that we expect that different organizational conflict cultures predict different individual communication styles.

An avoidant conflict culture assumes that, in order to maintain harmonious relationships, a conflict is dangerous and should be suppressed (Gelfand et al., 2012). An avoidant conflict culture has an emotional component in situations like the following: when an individual needs to let people cool down in order to reduce tensions and when the potential

costs of confronting a conflict outweigh the benefits of the resolution (Gelfand et al., 2012). A communication style of emotionality is composed of different facets as sentimentality, worrisomeness, tension and defensiveness (De Vries, Bakker-Pieper, et al., 2009). In these different situations is possible to view traduced tension and defensiveness. An avoidant conflict culture has a verbal aggressiveness component in situations like this one: when an individual perceives no chance of satisfying your concerns (Gelfand et al., 2012). A communication style of verbal aggressiveness is composed of different facets as angriness, authoritarianism, derogatoriness and nonsupportiveness (De Vries, Bakker-Pieper, et al., 2009). In this different situation is possible to observe authoritarianism. This led to the following hypotheses:

H1a: An avoiding organizational conflict culture predicts an individual communication style of emotionality, in the sense that higher is the level of an avoiding organizational conflict culture, higher is the pretension of the individual to use a communication style of emotionality.

H1b: An avoiding organizational conflict culture predicts an individual communication style of verbal aggressiveness, in the sense that higher is the level of an avoiding organizational conflict culture, higher is the pretension of the individual to use a communication style of verbal aggressiveness.

A dominating conflict culture is characterized by conflict management norms that encourage active confrontation in order to win conflicts. In companies with a dominating conflict culture, people are inclined to compete and dominate the conflict partner to seek victory. This conflict culture is the assumption that individuals have the agency to openly deal with conflicts and that disagreeable or competitive behaviors are appropriate and normative. Normative behaviors for handling conflicts may include direct confrontations and heated arguments in which individuals are reluctant to give in, yelling and shouting matches, or threats and warnings (Gelfand et al., 2012).

A dominating conflict culture can be used in situations like these ones: when is necessary a quick and vital decision (Thomas-Killman, 1976). When a quick and vital decision is necessary is expected that the level of tension (one of the facets of emotionality) increases and consequently the pretension of the individual to use a communication style of emotionality is higher. As explained before a communication style of verbal aggressiveness is defined as a personality trait that predisposes people to attack the self-concepts of others (Infante & Wigley, 1986) and is composed by different facets as angriness, authoritarianism, derogatoriness and nonsupportiveness (De Vries, Bakker-Pieper, et al., 2009). This led to the following hypotheses:

H2a: A dominating organizational conflict culture predicts an individual communication style of emotionality, in the sense that higher is the level of a dominating organizational conflict culture, higher is the pretension of the individual to use a communication style of emotionality.

H2b: A dominating organizational conflict culture predicts an individual communication style of verbal aggressiveness, in the sense that higher is the level of a dominating organizational conflict culture, higher is the pretension of the individual to use a communication style of verbal aggressiveness.

When individuals need to work through hard feelings that have been interfering with a relationship, they tend to use a collaborating conflict culture (Thomas-Killman, 1976). So is possible to relate hard feelings to emotionality and a collaborating conflict culture. Verbal aggressiveness corresponds to a personality trait that predisposes people to attack the self-concepts of others (Infante & Wigley, 1986). A collaborative conflict culture corresponds to a proactive approach and easily engage in constructive negotiations and collaborative problem solving (Gelfand et al., 2012). This led to the following hypotheses:

H3a: A collaborating organizational conflict culture predicts an individual communication style of emotionality, in the sense that higher is the level of a collaborating organizational conflict culture, lower is the pretension of the individual to use a communication style of emotionality.

H3b: A collaborating organizational conflict culture predicts an individual communication style of verbal aggressiveness, in the sense that higher is the level of a collaborating organizational conflict culture, lower is the pretension of the individual to use a communication style of verbal aggressiveness.

Schein (1983) argued that the personality of the leader affects the development of organizational cultures. Conflict cultures emerge from the attitudes demonstrated by leaders and the coping means shared by members of an organization affect the conflict management style of the organization itself (Gelfand et al., 2012). The same authors also defended that a leader who emphasizes extreme relationality might facilitate avoidant conflict cultures.

Bakker-Pieper & De Vries (2013) defended that communication styles are a relevant narrow predictor for several leader outcomes. The content and the way leaders communicate is important for subordinates (Bakker-Pieper, De Vris, 2011). Leader–members interaction implies that the leader's communication styles are conceptually relevant (Bakker-Pieper, De Vris, 2013). Since an avoiding conflict culture and communication styles are relevant predictors for the leader's outcome is expected that the quality of the leader-member exchange

(LMX) moderate the relationship between an avoiding organizational conflict cultures and the individual communication style of emotionality and also the relationship between an avoiding organizational conflict culture and the individual communication style of verbal aggressiveness. This led to the following hypotheses:

H4a: The relationship between an avoiding organizational conflict culture and the individual communication style of emotionality is moderated by the quality of the leader-member exchange (LMX).

H4b: The relationship between an avoiding organizational conflict culture and the individual communication style of verbal aggressiveness is moderated by the quality of the leader-member exchange (LMX).

In a dominating conflict culture is important that leaders are conscious that dominating interpersonal communication behaviors may influence the collective functioning of the group (Bakar & Sheer, 2013; Baker & Omilion-Hodges, 2013) since, in a dominating conflict culture, people are inclined to compete and dominate the conflict partner to seek victory (Gelfand et al, 2012). In order to that is expected that a dominating organizational conflict culture and the individual communication styles are moderated by the quality of the Leader-Member Exchange (LMX). This led to the following hypotheses:

H5a: The relationship between a dominating organizational conflict culture and the individual Communication Style of Emotionality is moderated by the quality of the Leader-Member Exchange (LMX).

H5b: The relationship between a dominating organizational conflict cultures and the individual communication style of verbal aggressiveness is moderated by the quality of the leader-member exchange (LMX).

The content and way that leaders communicate are important for subordinates (Bakker-Pieper, De Vris, 2013). Leader-member exchange (Dansereau et al., 1975) is a relationship-based theory of leadership that details the communicative relationship shared between an employee and his or her direct manager. That interaction implies that the leaders' communication styles are conceptually relevant (Bakker-Pieper, De Vris, 2013). Leader-member relationships are produced by communicative acts (Omilion-Hodges and Baker, 2017) and influences group cooperative communication and cohesion (Bakar and Sheer, 2013). There are a number of behaviors that leaders may enact in attempting to develop and maintain relationships with followers, in addition to the communicative behaviors associated with coaching and collaborating to accomplish organizational goals (Bauer & Green, 1996; Graen & Scandura, 1987). When organizations have a highly charismatic and transformational leader

(leaders that tend to use rapport, inspiration, or empathy to engage subordinates) a collaborating conflict culture have more possibilities to be developed (Gelfand et al., 2012). In order to that, we expect that the relationship between a collaborating organizational conflict culture of and the individual communication styles is moderated by the quality of the leader-member exchange (LMX). This led to the following hypotheses:

H6a: The relationship between a collaborating organizational conflict culture and the individual communication style of emotionality is moderated by the quality of the leader-member exchange (LMX).

H6b: The relationship between a collaborating organizational conflict culture and the individual communication style of verbal aggressiveness is moderated by the quality of the leader-member exchange (LMX).

Method

1. Procedure

An electronic survey was administrated to a convenience sample shared in social networks as Facebook and LinkedIn (in appendix). This survey was composed by five parties, a cover sheet, a group of items of the quality of the leader-member exchange, a group of items of conflict cultures, a group of items of two communication styles and finally a group of sociodemographic items. The target of this survey were company collaborators that had a leader independent of the dimension of the company, the role that had at the company and the seniority. This survey was developed in the Qualtrics software and had been available for answering two months.

2. Sample

The sample for this study is composed of 161 participants. From these 161 participants 116 were women (72%). From these participants 44.7% work in the public sector, 51.6% in the private sector and 3.7% in the social sector. 17.4% of the participants work for a company with a small dimension, 37.9% for a company with a medium dimension and 44.7% for a company with a big dimension. The mean of seniority of the participants is comprised between 0 and 50 years. (M=14.25 years; SD=13.19 years).

3. Measures

The survey was composed of four parties related with three topics: conflict cultures, two communication styles, LMX and sociodemographic items. This survey consists of 52 items and 4 sociodemographic items. The items were selected from existing questionnaires.

Conflict cultures: To measure the conflict cultures of the company it was used 13 items scale from Gelfand et al. (2012) correspondent to the three conflict cultures, 4 items corresponding to an avoiding conflict culture (α=.80), 5 items corresponding to a dominating conflict culture (α=.59) and 4 items corresponding to a collaborative conflict culture (α=.88). All items were answered on a Likert scale from 1-Completely Disagree to 5-Completely Agree.

Communication Styles: In order to test two communication styles were presented to the participants 32 items from the Communication Styles Inventory (De Vries et al., 2011) composed by 16 items regarding emotionality (α=.80) and 16 items regarding verbal aggressiveness (α=.68). The emotionality items can be divided into facets of sentimentality

(α=.65), worrisomeness (α=.71), tension (α=.77) and defensiveness (α=.62), all of them with 4 items. verbal aggressiveness can be divided into facets of angriness (α=70), authoritarianism (α=.61), derogatoriness (α=.63) and nonsupportiveness (α=.73), all of them with 4 items. All of these items correspond to communication behaviors and were answered on a Likert scale from 1-Completely Nothing to 5-Totally.

LMX: To measure the quality of the leader-member exchange (α=.89). it was used an adaptation of the scale used by Scandura & Graen (1984) with a seven point Linkert scale (1-Completely disagree; 7 D Completely agree.

2.3. Results

By analyzing table 1, it is possible to see the mean (M), standard deviation (SD), the correlation of all variables in study (Pearson correlation) and also the internal consistency (alfa of Cronbach) of the variables. The last ones are referred in bold in table 1.

The communication styles of emotionality and verbal aggressiveness are correlated to the conflict cultures, they are moderately associated with dominating and collaborating. This means that emotionality is positively associated with dominating (r=-.22, p<.001) and negatively associated with collaborating (r=-.16, p<.05). Verbal aggressiveness is also positively associated with dominating (r=.19, p<.05) and negatively associated with collaborating (r=-.29, p<.001). Avoiding doesn't have a correlation with the criterion variables.

The quality of the relationship leader-member (LMX) when correlated with conflict cultures is moderately associated with collaborating (r=.57, p<.001). This suggests that collaborating and the quality of leader-member exchange is positively associated. When the quality of the relationship leader-member is correlated to the communication styles it is only moderately associated with verbal aggressiveness (r=-.21, p<.001). This suggests that verbal aggressiveness and the relationship leader-member have a negative association between them.

The facets of an emotionality communication style, worrisomeness and defensiveness when correlated with conflict cultures, avoiding, dominating and collaborating, are moderately associated. The facet of sentimentality is moderately associated with dominating. This means that worrisomeness is positively associated with avoiding (r=.17, p<.05), dominating (r=.23, p<.001) and collaborating (r=.26, p<.05). Defensiveness is positively associated with avoiding (r=.23, p<.001) and dominating (r=.25, p<.001) and negatively associated with collaborating (r=-.19, p<.05). Sentimentality is positively associated with dominating (r=.17, p<.05).

The facets of the communication style of verbal aggressiveness, angriness and derogatoriness are correlated with the conflict cultures avoiding, dominating and collaborating. The facet of derogatoriness is moderately associated with dominating and collaborating. Nonsupportiveness is moderately associated with collaborating (r=-.17, p<.05). Meaning that angriness is positively associated with avoiding (r=.24, p<.001), dominating (r=.31, p<.001) and collaborating (r=.22, p<.001). Authoritarianism is positively associated with avoiding (r=.19, p<.05), dominating (r=.27, p<.001 and collaborating (r=.26, p<.001). Derogatoriness is positively associated with dominating (r=19, p<.05) and negatively associated with collaborating (r=-.18, p<.05).

Table 1 – Means, standard deviations, internal consistency and correlations between variables.

		M	SD	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.
1. Avoiding		2.94	.82	**(.80)**													
2. Dominating		3.28	.58	.20*	**(.59)**												
3. Collaborating		3.21	.85	-.63**	-.17*	**(.88)**											
4. Emotionality		2.79	.48	.15	.22**	-.16*	**(.80)**										
	a. Sentimentality	3.05	.71	.01	.17*	.06	.60**	**(.65)**									
	b. Worrisomeness	2.50	.69	.17*	.23**	-.26**	.78**	.40**	**(.71)**								
	c. Tension	2.76	.80	.12	.14	-.06	.70**	19*	.31**	**(.77)**							
	d. Defensiveness	2.74	.71	.23**	.25**	-.19*	.80**	.40**	.60**	.44**	**(.62)**						
5. Verbal Aggressiveness		2.24	.39	.12	.19*	-.29**	.24**	.03	.32**	.16*	.24**	**(.68)**					
	a. Angriness	2.36	.55	.24**	.31**	-.22**	.24**	.25**	.34**	.20*	.22**	.49**	**(.70)**				
	b. Authoritarianism	2.39	.64	.19*	.27**	-.26**	.34**	.14	.53**	.09	.32**	.59**	.41**	**(.61)**			
	c. Derogatoriness	1.69	.69	.09	.19*	-.18*	.09	-.01	.20*	.10	.11	.65**	.48**	.34**	**(.63)**		
	d. Nonsupportiveness	1.95	.57	-.01	-.08	-.17*	.01	-.28**	-.02	.15	.01	.65**	.05	.04	.33**	**(.73)**	
6. LMX		3.80	.75	-.38	.00	.57**	.06	.23**	.00	-.05	.04	-.21**	-.10	-.05	-.10	-.32**	**(.89)**

*p<.05; **p<.001; Alfa of Cronbach coefficients in bold.

Conflict cultures and the communication style emotionality

Regarding an avoiding conflict culture is possible to verify that it doesn't predict a communication style of emotionality (β=.153, p>.05), so the hypothesis 1a suggests that an avoiding organizational conflict culture predict an individual emotionality communication style is not supported. For a dominating conflict culture is possible to verify that it predicts a emotionality communication style (β=.222, p<.05), so the hypothesis 2a suggests that a dominating organizational conflict culture predicts an individual communication style of emotionality is supported, meaning that higher is the level of a dominating organizational conflict culture, higher is the pretension of the individual to use a communication style of emotionality. Lastly, a collaborating conflict culture predicts an individual communication style of emotionality (β=-.161, p<.05), so the hypothesis 3a suggests that exists a negative relationship between a collaborating organizational conflict culture and the individual communication style of emotionality is supported.

Table 2 – Effect of the conflict cultures (avoiding, dominating and collaborating) on the communication style of emotionality

		Emotionality	
Hypotheses	**Predictors**	R^2_{aj}	β
H1a	Avoiding	.017	.153
H2a	Dominating	.043*	.222*
H3a	Collaborating	.020*	-.161*

* p<.05; **p<.001

Effect of the quality of leader-member exchange in the relationship between conflict cultures and the communication style of emotionality

The following model (Table 3) doesn't have statistical significance (R^2_{aj}=.26, p>0.5). Is also verified that the quality of the LMX doesn't have a significant effect in the communication style of emotionality (β=.085, p>.05). The same happens with the assumption in the hypothesis 4a, that the relationship between an avoiding conflict culture and the communication style of emotionality is moderated by the quality of the leader-member exchange (LMX) is not supported (β=.056, p>.05).

Table 3 – Moderator effect of LMX on the relationship between avoiding and emotionality

Hypothesis	Predictors	Emotionality	
		R^2_{aj}	β
	Avoiding		.129
H4a	Quality of LMX	.26	.085
	Interaction		.056

* p<.05; **p<.001

In the following model (Table 4) the quality of the LMX doesn't have a significant effect in the communication style of emotionality (β=.026, p>.05). The same happens with the assumption in the hypothesis 5a, that the relationship between a dominating conflict culture and the communication style of emotionality is moderated by the quality of the leader-member exchange (LMX) is not supported (B=-.084, p>.05).

Table 4 – Moderator effect of LMX on the relationship between dominating and emotionality

Hypothesis	Predictors	Emotionality	
		R^2_{aj}	β
	Dominating		.167*
H5a	Quality of LMX	.45*	.026
	Interaction		-.084

* p<.05; **p<.001

In the following model (Table 5) the quality of the LMX doesn't have a significant effect in the communication style of emotionality (β=.104, p>.05). Finally, the hypothesis 6a, was that the relationship between a collaborating conflict culture and the communication style of emotionality is moderated by the quality of the leader-member exchange (LMX) is supported (β=-.133, p<.05).

Table 5 – Moderator effect of LMX on the relationship between Collaborating and Emotionality

Hypothesis	Predictors	Emotionality	
		R^2_{aj}	β
	Collaborating		-.160*
H6a	Quality of LMX	.76*	.104
	Interaction		-.133*

* p<.05; **p<.001

The linear model presented (Figure 2) explains approximately 7,6% (R^2_{aj}=.076, p<.05) of the variation of a communication style of emotionality. The figure 2, illustrates the

moderator effect referred, allowing to understand that each of the three levels of the quality of the relationship leader-member has a negative effect in the relation between a collaborating conflict culture and an emotionality communication style. Meaning that higher is the quality of the quality of the relationship leader-member, less is the verified effect, decreasing the slope of the line (β =-.133).

Figure 2: Moderator effect of the quality of the leader-member exchange (LMX) in the relationship between a collaborating conflict culture and an emotionality communication style.
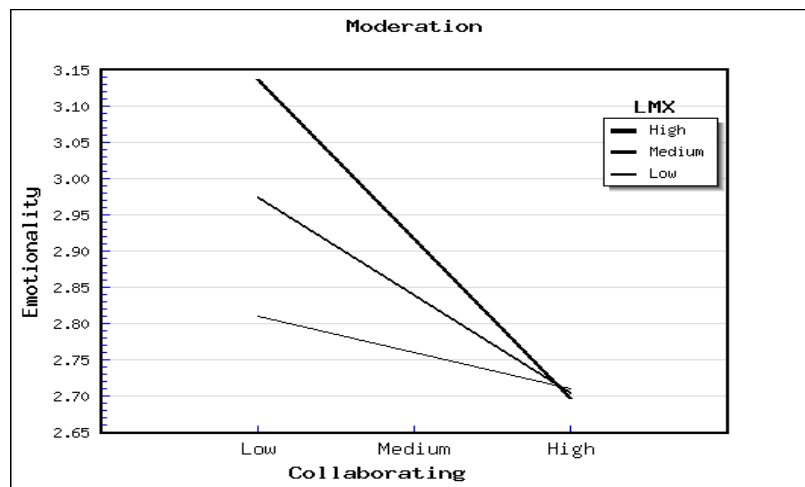
Conflict cultures and the communication style verbal aggressiveness

Regarding a conflict culture of avoiding is possible to verify that avoiding doesn't predict a communication style of verbal aggressiveness (β=.177, p>.05), so the hypothesis 1b that suggests an avoiding organizational conflict culture predict an individual communication style of verbal aggressiveness is not supported. Is possible to verify that a dominating conflict culture predicts a communication style of verbal aggressiveness (β=.194, p<.05), so the hypothesis 2b suggests that a dominating organizational conflict culture predict an individual communication style of verbal aggressiveness is supported, meaning that higher is the level of a dominating organizational conflict culture, higher is the pretension of the individual to use a communication style of verbal aggressiveness. Lastly, a collaborating conflict culture predicts a communication style of verbal aggressiveness (β=-.285. p<.001), so the hypothesis 3b suggests that exists a negative relationship between a collaborating organizational conflict culture and the individual communication style of verbal aggressiveness is supported, meaning

that higher is the level of collaborating, lower is the pretension of the individual to use a communication style of verbal aggressiveness.

Table 6 – Effect of the conflict cultures (avoiding, dominating and collaborating) on the communication style of verbal aggressiveness

		Verbal Aggressiveness	
Hypotheses	**Predictors**	R^2_{aj}	β
H1b	Avoiding	.007	.177
H2b	Dominating	.032*	.194*
H3b	Collaborating	.075**	-.285**

* p<.05; **p<.001

Effect of the quality of leader-member exchange in the relationship between conflict cultures and the communication style verbal aggressiveness

In the following model (Table 7) the quality of the LMX has a significant negative effect thought verbal aggressiveness (β=-.100, p<.05). The assumption in the hypothesis 4b, that the relationship between an avoiding conflict culture and the communication style of verbal aggressiveness is moderated by the quality of the leader-member exchange (LMX) is not supported (β =.051, p>.05).

Table 7 – Moderator effect of LMX on the relationship between avoiding and verbal aggressiveness

		Verbal Aggressiveness	
Hypothesis	**Predictors**	R^2_{aj}	B
	Avoiding		.030
H4b	Quality of LMX	.34*	-.100*
	Interaction		.051

* p<.05; **p<.001

In the following model (Table 8) the quality of the LMX has a negative significant effect in the communication style of verbal aggressiveness (β=-.101, p<.05). The assumption in the hypothesis 5b, that the relationship between a dominating conflict culture and the communication style of verbal aggressiveness is moderated by the quality of the leader-member exchange (LMX) is not supported (β=.072, p>.05).

Table 8 – Moderator effect of LMX on the relationship between collaborating and verbal aggressiveness

		Verbal Aggressiveness	
Hypothesis	**Predictors**	R^2_{aj}	B
	Dominating		.143*
H5b	Quality of LMX	.76*	-.101*
	Interaction		.072

* p<.05; **p<.001

In the following model (Table 9) the quality of the LMX doesn't have a siginificant effect in the communication style of verbal aggressiveness (β=-.053, p>.05). Finally, the hypothesis 6b, were the relationship between a conflict culture of collaborating and the communication style of verbal aggressiveness is moderated by the quality of the leader-member exchange (LMX) is not supported (β=-.061, p>.05).

Table 9 – Moderator effect of LMX on the relationship between dominating and verbal aggressiveness

		Verbal Aggressiveness	
Hypothesis	**Predictors**	R^2_{aj}	B
	Collaborating		-.111*
H6b	Quality of LMX	.078*	-.053
	Interaction		-.061

* p<.05; **p<.001

Conflict cultures and the communication facets of emotionality

Furthermore, on this topic it was also the subject of this investigation the facets of the communication styles. An emotionality communication style can be divided into different facets: sentimentality, worrisomeness, tension and defensiveness. When verified the relationship between the communication styles and the different facets is possible to observe that a dominating organizational conflict culture predict a sentimentality (β=.169, p<.05), a worrisomeness (β=.230, p<.05) and a defensiveness (β=.249, p<.05) facet of the communication style of emotionality, meaning that higher is the level of a dominating organizational conflict culture, higher is the pretension of the individual to use a facet of sentimentality, worrisomeness or defensiveness of a communication style of emotionality. An organizational collaborating conflict culture predicts a worrisomeness (β=-.257, p<.05) and a defensiveness (β=-.187, p<.05) facet of a communication style of emotionality meaning that higher is the level of a dominating organizational conflict culture, lower is the pretension of

the individual to use a facet of worrisomeness or defensiveness of a communication style of emotionality.

Table 10 – Effect of the conflict cultures (dominating and collaborating) on the communication facets of emotionality (sentimentality, worrisomeness, tension and defensiveness)

| | Emotionality | | | | | | | |
| | Sentimentality | | Worrisomeness | | Tension | | Defensiveness | |
Predictors	R^2_{aj}	β	R^2_{aj}	β	R^2_{aj}	β	R^2_{aj}	β
Dominating	.023*	.169*	.047*	.230*	.013	.137	.056*	.249*
Collaborating	-.003	.058	.060*	-.257*	-.003	-.057	.029*	-.187*

* p<.05; **p<.001

Conflict cultures and the communication facets of verbal aggressiveness

A verbal aggressiveness communication style is divided into 4 facets: angriness, authoritarianism, derogatoriness and nonsupportiveness. When verified the relationship between the communication styles and the different facets is possible to observe that a dominating organizational conflict culture predict an angriness (β=.308, p<.001), an authoritarianism (β=.271, p<.05) and a derogatoriness (β=.185, p<.05) facet of the communication style of verbal aggressiveness, meaning that higher is the level of a dominating organizational conflict culture, higher is the pretension of the individual to use a facet of angriness, authoritarianism and derogatoriness of a communication style of verbal aggressiveness. An organizational collaborating conflict culture predicts an angriness (β=-.219, p<.05), authoritarianism (β=-.259, p<.05), derogatoriness (β=-.177, p<.05) and nonsupportiveness (β=-.174 p<.05) facet of a communication style of verbal aggressiveness meaning that higher is the level of a dominating organizational conflict culture lower is the pretension of the individual to use a facet of angriness, authoritarianism, derogatoriness or nonsupportiveness of a communication style of verbal aggressiveness.

Table 11 – Effect of the conflict cultures (dominating and collaborating) on the communication facets of verbal aggressiveness (angriness, authoritarianism, derogatoriness and nonsupportiveness)

Predictors	Verbal aggressiveness							
	Angriness		Authoritarianism		Derogatoriness		Nonsupportiveness	
	R^2_{aj}	β	R^2_{aj}	β	R^2_{aj}	β	R^2_{aj}	β
Dominating	.089**	.308**	.068*	.271*	.028*	.185*	.00	-.080
Collaborating	.042*	-.219*	.061*	-.259*	.025*	-.177*	.024*	-.174*

* p<.05; **p<.001

2.4. Discussion and Conclusion

The present study intended to understand the effect of organizational conflict cultures (avoiding, dominating and collaborating) on individual communication styles (emotionality and verbal aggressiveness). It was also intended to analyze the possible moderator effect of the quality of the leader-member exchange in the mentioned relation.

In this sense the proposed objectives were met, this investigation contributes to the knowledge about this unexplored topic. In order to understand more the topic, it was also subject of this study the relationship between the organizational conflict cultures and the facets of the two communication styles that were the main subject of this investigation. It was also studied the moderator effect of the quality of the leader-member exchange in this relation. The results revealed that not all conflict cultures predict a communication style of emotionality or verbal aggressiveness, the same happens with their facets. The moderator effect was only verified in a relationship of collaboration and emotionality.

According to the formulated hypothesis, it was verified that hypothesis 1, which preview that an avoiding organizational conflict culture predicts a communication style of emotionality and verbal aggressiveness, is not supported. These results can be explained by the fact that, in an avoiding organizational conflict culture, individuals tend to shy away from addressing conflicts and go to great lengths to suppress the expression of conflicts. Individuals that use this conflict cultures also use agreeable and accommodating norms of conflict management (Gelfand et al., 2012). Furthermore, individuals that tent to use an emotionality communication style do so in situations where are piqued, stressed, relaxed, ironic about something, sad, riled up, angry or tense (De Vries, Bakker-Pieper, et al., 2009). When individuals use a communication style of verbal aggressiveness, they are predisposing to attack the self-concepts of others (Infante & Wigley, 1986). Considering this, it's possible to understand why this relation is not verified since the concept of an avoiding conflict culture means that these individuals tend to use agreeable and accommodating norms and the concepts of the communication styles of emotionality and verbal aggressiveness refer that individuals tend to pique, use irony or attack the other party.

It was verified that hypothesis 2 was supported, that a dominating organizational conflict culture has a direct effect on an individual communication style of emotionality and verbal aggressiveness. On a first approach, one might not think of the terms "emotionality" and "verbal aggressiveness" as similar concepts but, as a matter of fact, a communication style of emotionality is composed of facets that are associated to negative behaviors like sentimentality,

worrisomeness, tension and defensiveness. These facets contain adjectives and verbs that reflect "bad temper" that is aligned with the communication styles inventory of verbal aggressiveness (De Vries et al., 2011). Verbal aggressiveness is defined as a personality trait that predisposes people to attack the self-concepts of others (Infante & Wigley, 1986) composed by facets of angriness, authoritarianism, derogatoriness and nonsupportiveness. This means that these two concepts should have the same behavior in all the hypothesis presented.

A dominating conflict culture is characterized by conflict management norms that encourage active confrontation in order to win conflicts. Some normative behaviors for handling conflicts on this conflict culture include direct confrontations and heated arguments in which individuals are reluctant to give in, yelling and shouting matches, or threats and warnings (Gelfand et al., 2012). So, it's possible to understand that communicating in an authoritarian and hostile manner can be reinforced by an organizational culture that values competition and a dominating conflict culture as a way of dealing with conflicts.

Hypothesis 3 was supported, it previews that a collaborating organizational conflict culture predicts an individual communication style of emotionality and verbal aggressiveness. In the sense that the higher is the level of a collaborating organizational conflict culture, the lower is the pretension of the individual to use a communication style of emotionality or verbal aggressiveness. This can be explained by the fact that, when individuals need to work through hard feelings that have been interfering with a relationship, they tend to use a collaborating conflict culture (Thomas-Killman, 1976) and also to easily engage the other party in constructive negotiations or in a collaborative problem solving (Gelfand et al., 2012). How much more collaborating is used as a conflict management style, more it's a shared value by the collaborators of an organization and it will be less likely that individuals tend to disrespect the others when communicating, like in situations when do not listen to them or that belittle their problems, that is what happens in a communication style of verbal aggressiveness.

When we analyze the moderator effect of the quality of leader-member exchange, the hypothesis 6a is the only one verified, with the results revealing a moderating effect of the quality of leader-member exchange in the relationship between an organizational collaborating conflict culture and the individual communication style of emotionality. Meaning that higher is the quality of leader-member exchange, less intense will be the relation between an organization collaborating conflict culture and the communication style of emotionality. A high quality of LMX will decrease the relationship between a collaborating conflict culture and a communication style of emotionality since this is a negative relation a higher quality of LMX will increase the relation between the variables. The present results may be explained by the

fact of leader-member relationships are produced by communicative acts (Omilion-Hodges and Baker, 2017) and that relationship influences a group collaborative communication and cohesion (Bakar and Sheer, 2013).

Adding to the purpose of this study it was investigated if the organizational conflict cultures also predicted the facets of the communication styles of emotionality and verbal aggressiveness. It was possible to verify that a dominating organizational conflict culture predicts the facets of sentimentality, worrisomeness and defensiveness of a communication style of emotionality. Meaning that, when the level of a dominating organizational conflict culture is higher, the use of facets like sentimentality, worrisomeness and defensiveness on individuals is also higher.

A sentimentality facet of a communication style of emotionality includes how an individual deal with their emotions and the other emotions. In a worrisomeness facet individuals communicate in a riled-up way, and in a defensiveness facets individual comment his performance. The results presented showed that in an organization that individuals tend to use a dominating conflict culture they also tent to use a facet of sentimentality, worrisomeness or defensiveness. That may be explained by the fact that a dominating conflict culture includes normative behaviors for handling conflicts, direct confrontations and heated arguments that individuals are reluctant to give in, yelling and shouting matches, or threats and warnings (Gelfand et al., 2012). That predicts a sentimentality facet of communication because of the impact in the individual competitive conflict cultures. Relatively to a worrisomeness facet, the relationship presented may be explained by the tension that a dominating conflict culture may bring to the individuals putting them worried about all the actions and their impact on the organizational relationships. A defensive facet that is predicted by a dominating conflict culture may be explained by the impact that a dominating conflict culture can bring to other opinions.

A collaborating organizational conflict culture predicts the use of a facet of worrisomeness in the sense that higher is the level of a collaborating conflict culture in organizations, lower is the pretention of the individual to use a facet of worrisomeness. This last relationship may be explained by the fact that when an organization has a collaborating conflict culture, individuals tend to be less worried about the consequences of the actions since in the organization individuals are based on a collaborative problem solving (Gelfand et al., 2012), so it's expected that the individual communicates less with a communication style of worrisomeness.

When investigated if the organizational conflict cultures predicted the facets of the communication style of verbal aggressiveness is possible to verify that an organizational

dominating conflict culture predicts facets of angriness, authoritarianism and derogatoriness meaning that higher is the level of a dominating organizational conflict culture higher is the use of facets as angriness, authoritarianism and derogatoriness for the individual. With these results it is possible to understand that these facets correspond to authoritarian, derogatory and riled up behaviors and communicating in this way can be reinforced by an organizational culture that values competition, a dominating conflict culture of, as a way of dealing with conflicts.

A collaborating conflict culture predicts in a negative relationship all the verbal aggressiveness facets, angriness, authoritarianism, derogatoriness and nonsupportiveness. Meaning that when the level of collaborating in the organization is higher the pretention of the individual to use a facet of angriness, authoritarianism, derogatoriness or nonsupportiveness is lower. This may be explained by the fact that angriness corresponds to behaviors associated with irritation and violence and that is the opposite of what is expected in a collaborating conflict culture. When individuals in an organization have shared values of collaborating as conflict management style will be less probable that individuals tend to disrespect in an authoritarian way the others. A derogatoriness facet corresponds to behaviors like feeling that people look like fools or humiliating someone in front of a crowd. These behaviors don't match with a collaborating conflict culture. A collaborating conflict culture tells us also that individuals tend to collaborate in order to solve conflicts and this means that individuals need to support each other to solve conflicts, and a nonsupportiveness facet predispose the opposite relation.

The present study contributes to the development of the literature about conflict cultures and communication styles, showing that exist a relationship between both of them. That a dominating organizational conflict culture predicts emotionality as a communication style and, namely, the facets of sentimentality, worrisomeness, and defensiveness. A dominating conflict culture predicts also a communication style of verbal aggressiveness, namely, the facets of angriness, authoritarianism, and derogatoriness. A collaborating conflict culture has a negative relationship with the individual communication style of emotionality, namely, the facets of worrisomeness and defensiveness. A collaborating conflict culture has also a negative relationship with the individual communication style of verbal aggressiveness namely the facets of angriness, authoritarianism, derogatoriness, and nonsupportiveness. And, finally, that the quality of the leader-member exchange moderates the relationship between a collaborating conflict culture and the communication style of emotionality.

2.4.1. Limitations and Future Research

As in every investigation, the results should be interpreted in an aware way of their limitations. One of the limitations of this study is the sample size since only responded to the survey 161 participants, for future investigations on this topic is recommended to use a bigger sample in order to allow a more extended analysis of data and allow more generalized conclusions.

Another limitation of this study is that was only used two variables (Emotionality and Verbal Aggressiveness) of the Communication Styles Inventory from De Vries et al. (2011) composed by 32 of their 96 items. With this adaptation of the instrument is possible that this study is missing some information and correlations that may occur when the participants are exposed to six different communication styles and not only two of them.

A third limitation corresponds to the Alfas of Cronbach values that are lower than .70 in some variables.

The fourth limitation of this investigation is that is an exploratory study with independent dependent variables, conflict cultures, that only have one reference from Gelfand et al. (2012). So, this study had been drawn from correlations of the different topics in the literature review.

Since we found a relationship between the conflict cultures and communication styles this study also contributes to the literature about conflict cultures, communication styles and leader-member exchange. This can help leaders to understand their impact in organizations and why their subordinates are communication in a certain way.

In further investigation we recommend the use of the complete instrument of De Vries et al. (2011), Communication Styles Inventory. The present research used only two of the six different communication styles identified by the author, representing a first step towards understanding how these variables are related with the conflict cultures. With emotionality and verbal aggressiveness being predicted from this variable, others may too.

Another interesting finding from our results was the relationship found between the communication facets and the conflict cultures. Even though this analysis was not the main focus of this paper, the communication facets were significantly influenced by the conflict cultures. Being so, we suggest this topic should be studied to a greater depth in order to better understand what the causes of this relationship are, as well as if the leader-member exchange also plays a role on this relationship to a micro level – as seen on the macro level of some communication styles.

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Appendices

1. Questionário Individual

Caro(a) participante,

O seu contributo para neste questionário é fundamental, a sua opinião é única e valiosa.

Neste questionário não existem respostas certas ou erradas, todas as respostas são válidas.

As suas respostas são totalmente anónimas e serão tratadas de forma totalmente confidencial. Por esta razão não se identifique em nenhuma parte deste questionário.

O tratamento dos dados recolhidos bem como a sua divulgação sob a forma de publicação científica será realizada de forma agregada e nunca individualizada.

O preenchimento deste questionário demora cerca de 10 minutos.

Muito obrigada pela sua colaboração!
Adriana Henriques

Para questões relacionadas com a participação, por favor, contacte: arrhs@iscte-iul.pt

Confirmo que li, compreendi e aceito as instruções acima descritas. ☐

Indique em que medida cada uma das afirmações seguintes caracteriza a sua maneira de comunicar, assinalando o número que melhor descreve a sua resposta, utilizando a seguinte escala:

Nada	Pouco	Em parte	Muito	Totalmente	
1	2	3	4	5	

1. Quando vejo os outros a chorar tenho dificuldade em conter as lágrimas.	1	2	3	4	5
2. Durante uma conversa não me deixo levar facilmente pelas emoções.	1	2	3	4	5
3. Se algo me desagrada, reajo com irritação e até com violência.	1	2	3	4	5
4. Por vezes quando descrevo memórias fico visivelmente emocionado(a).	1	2	3	4	5
5. Mesmo quando estou com irritado(a) eu não descarrego nos outros.	1	2	3	4	5
6. Quando fico com raiva tenho tendência para encurralar as pessoas.	1	2	3	4	5
7. Às vezes eu reajo de forma irritada.	1	2	3	4	5
8. Quando falo tenho tendência a mostrar o que estou a sentir e as pessoas notam isso facilmente.	1	2	3	4	5
9. Quando estou aborrecido(a) com algo, parece que só falo do que me aborrece e toda a gente nota isso.	1	2	3	4	5
10. Não é muito provável eu dizer a alguém o que deve fazer.	1	2	3	4	5
11. Espero que as pessoas obedeçam quando eu lhes peço para fazer algo.	1	2	3	4	5
12. Tenho tendência para falar muito das minhas preocupações.	1	2	3	4	5
13. Tenho tendência para dizer aos outros o que devem fazer.	1	2	3	4	5
14. As pessoas conseguem dizer quando me sinto ansioso(a).	1	2	3	4	5
15. Quando sinto que os outros devem fazer algo por mim peço que o façam com um tom de voz exigente.	1	2	3	4	5
16. Quando estou preocupado(a) todos notam.	1	2	3	4	5
17. Nunca troço de alguém de forma a poder ferir os seus sentimentos.	1	2	3	4	5
18. Graças ao stress muitas vezes sou incapaz de me expressar da melhor forma.	1	2	3	4	5
19. Fico tenso(a) quando falo para muitas pessoas, e mesmo em conversas com poucas pessoas.	1	2	3	4	5
20. Às vezes as pessoas parecem-me empecilhos.	1	2	3	4	5
21. Sou capaz de fazer troça dos outros à frente deles e rio-me facilmente na cara de qualquer um.	1	2	3	4	5
22. Consigo ouvir os outros.	1	2	3	4	5
23. Eu sou capaz de enfrentar um grande grupo de pessoas de forma calma.	1	2	3	4	5
24. Se alguém precisar de falar comigo arranjo sempre tempo.	1	2	3	4	5

25. É-me difícil falar de forma relaxada quando o que tenho a dizer tem elevada importância.	1	2	3	4	5
26. Os comentários dos outros têm efeitos visíveis em mim.	1	2	3	4	5
27. Já humilhei uma pessoa em frente a um grupo de pessoas.	1	2	3	4	5
28. Os comentários desagradáveis dos outros não me incomodam muito.	1	2	3	4	5
29. Mostro sempre muita compressão pelos problemas dos outros.	1	2	3	4	5
30. Quando as pessoas me criticam fico visivelmente magoado.	1	2	3	4	5
31. Não lido facilmente com as brincadeiras ou críticas dos outros.	1	2	3	4	5
32. Trato sempre as pessoas com muito respeito.	1	2	3	4	5

Para cada afirmação que se segue circule o número que melhor descreve a sua opinião sobre a sua chefia direta e a vossa relação. Utilize a seguinte escala:

Discordo Totalmente	Discordo	Não concordo nem discordo	Concordo	Concordo Totalmente
1	2	3	4	5

1. A minha chefia direta tende a utilizar o seu poder para me ajudar a resolver problemas no meu trabalho.	1	2	3	4	5
2. Se realmente precisar, sei que a minha chefia direta tomará a iniciativa de me ajudar.	1	2	3	4	5
3. A minha chefia direta compreende os meus problemas e necessidades.	1	2	3	4	5
4. A minha chefia direta reconhece o meu potencial.	1	2	3	4	5
5. Geralmente sei pôr-me no meu lugar relativamente à minha chefia direta.	1	2	3	4	5
6. A minha chefia direta tem confiança suficiente em mim para defender as minhas decisões, mesmo na minha ausência.	1	2	3	4	5
7. Tenho uma boa relação de trabalho com a minha chefia direta.	1	2	3	4	5

Refletindo agora na organização na qual trabalha, na sua cultura e nos membros da organização, circule para cada afirmação o número que melhor se adequa. Utilize a seguinte escala:

Discordo Totalmente	Discordo	Não concordo nem discordo	Concordo	Concordo Totalmente
1	2	3	4	5

1. Os membros da organização discutem o conflito abertamente.	1	2	3	4	5
2. Os membros da organização lutam por aquilo que querem pessoalmente.	1	2	3	4	5
3. Os membros da organização destacam os seus próprios pontos de vista.	1	2	3	4	5
4. Os membros da organização desenvolvem uma solução que sirva o interesse de todos.	1	2	3	4	5
5. Os membros da organização tentam forçar os outros a aceitar os seus pontos de vista.	1	2	3	4	5

6. Os membros da organização examinam as ideias de todas partes para encontrarem uma solução otimizada para todos.	1	2	3	4	5
7. Os membros da organização evitam discutir o conflito abertamente.	1	2	3	4	5
8. Os membros da organização tentam desenvolver soluções criativas que incorporem múltiplas perspetivas.	1	2	3	4	5
9. Os membros da organização fazem tudo para ganhar.	1	2	3	4	5
10. Os membros da organização demonstram muita relutância em falar abertamente do conflito.	1	2	3	4	5
11. Os membros da organização apenas procuram ganhos para si próprios.	1	2	3	4	5
12. Os membros da organização examinam os problemas até encontrarem uma solução que satisfaça toda a gente.	1	2	3	4	5
13. Nesta organização lida-se abertamente com o conflito.	1	2	3	4	5

Por fim solicito-lhe alguns dados pessoais. Esta informação é estritamente confidencial e servirá apenas para tratamento estatístico.

1. Género:

Feminino   Masculino

☐   ☐

2. Sector em que trabalha:

Público   Privado   Social

☐   ☐   ☐

3. Antiguidade na organização: [____] anos

4. Dimensão da organização:

Pequena   Média   Grande

☐   ☐   ☐

Agradeço o tempo dispensado no preenchimento deste questionário.