

Effects of Harmony, Renqing and Face on Conflict Management Style:

Moderating Role of Conflict Sources

CHEN Xingyuan

1155001930

Master of Arts in Psychology

The Chinese University of Hong Kong

Abstract

Research has shown that the effect of workplace conflicts depends on the way in which they are managed. In order to achieve better organizational and individual performance, more attention should be drawn on conflict management styles preferred by employees. In the context of Chinese organizations, we are interested in the effect of personality factors such as Harmony, Renqing and Face on the choice of conflict management styles. Since conflict sources may affect employees' decision and the effect of each strategy, moderation effect of conflict sources is also tested in the current study. 65 Chinese employees working in private corporations were recruited to complete a questionnaire. As shown by Linear Regression test, higher Harmony predicts more preference for compromising and integrating strategies, while less preference for obliging strategy. Renqing correlates positively with obliging and dominating strategies. No significant relationship is found between Face and any of the five conflict management strategies. Besides, results of ANOVA and post hoc tests show that moderating role of conflict sources exists between Harmony and compromising strategy. The current study shows that personality factors measured by CPAI-2, such as Harmony and Renqing, are important to predict Chinese employees' conflict management behaviors and deserve more attention. Meanwhile, conflict sources should also be considered for studies about conflict management behaviors.

Keywords: conflict management, Harmony, Renqing, Face, conflict sources