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How do Leaders Manage Conflict with Employees? The Role of Age and Gender of a Leader

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Abstract

In this study, we are investigating the conflict management strategies that leaders use when in conflict with their employees. We hypothesized that leader age has a positive relationship with the use of constructive conflict management strategies (e.g. compromising, problem-solving, accommodating and avoiding) and a negative relationship with the use of destructive strategies (e.g. forcing). We hypothesized that leader gender would moderate these aforementioned relationships, in so far that the positive relationship between leader age and constructive conflict management would be weaker if the leader is female and the negative relationship between leader age and destructive conflict management would be stronger if the leader is male. To explore these hypotheses we conducted a multi-sourced cross-sectional study (N=59 dyads), in which dyads of leaders and employees rated the leaders' use of constructive vs. destructive conflict management styles. We did not find any significant moderation effect of leader gender and no main effect of leader age on destructive strategies. Furthermore, we were unable to find a significant effect of leader age on the use of constructive strategies and did not find a significant moderation effect of leader gender.

Keywords: Constructive vs. destructive conflict management, leadership, age, gender, workplace conflict

How do Leaders Manage Conflict with Employees? The Role of Age and Gender of a Leader

In the workplace, conflicts can often arise. These conflicts have been shown to influence work-related outcomes as well as interpersonal relationships, depending on how they are managed (Doucet et al., 2009; Smith & Fredrick-Lowman, 2019). Specifically, if the direct interpersonal conflict between leaders and employees is poorly managed, it can lead to negative emotions and a hostile work environment; this, in turn, affects the employees' mental health, reduces productivity and increases company turnover (Pyc et al., 2017; Tepper, 2000). Thus, it is important to understand how leaders manage interpersonal conflict in the organizational setting and how the characteristics of a leader influence whether they engage in destructive or constructive conflict management styles (Asante, 2020; Friedman et al.,2000). Some of the demographic characteristics of leaders, such as their age and gender, have been found to be related to the conflict management strategies which they use. For instance, progressing age has been shown to correlate with an increase in openness to collaboration in leaders (Walter et al., 2012) and it has been identified as being correlated to some constructive conflict management behavior in the general population (Beitler et al., 2018). In the literature on the relationship between gender and conflict management in the organizational context very few focus on people in leadership positions and most of the literature which focused on the gender of a leader did not find any significant effects (Korabik et al.,1993; Brewer et al., 2002). However, some studies have shown possible implications of the moderating power of gender on conflict management (Havenga, 2008) and competitiveness, which contributes to destructive conflict management (Eber et al., 2021). Since these variables are quite impactful in organizations, they can be useful in training leaders on collaborative conflict management (Chatman et al., 1998). As such we will explore if there is a relationship between leader age

and the use of destructive vs. constructive conflict management and how this relationship is moderated by the gender of the leader.

Constructive and Destructive Conflict Management

Conflict is defined as a process between two or more entities, groups or individuals, in which a disagreement and/ or interference in the attainment of a goal leads to negative emotions concerning the conflicting participants (Barki & Hartwick, 2004). While interpersonal conflict has been defined in a variety of ways, the three fundamental attributes in this definition: disagreement, interference and negative emotions, are recognized to underlie many conceptualizations of conflict in past research in the organizational context (Barki & Hartwick, 2004).

According to the dual-concern model of conflict (De Dreu et al., 2001), five possible strategies in managing conflict can be distinguished: avoiding, accommodating, forcing, compromising, and problem-solving; which are operationalized along the dimensions of assertiveness (concern for self) and cooperativeness (concern for others) (Blake & Mouton, 1964). To further inform the operationalization of the strategies of the dual-concern model, refer to figure 1. These strategies can be classified as constructive or destructive depending on their impact on the conflict parties' relationship and their potential of escalating the conflict; constructive strategies tend to benefit the relationship and de-escalate conflict, while destructive strategies harm the relationship and potentially exasperate the conflict (Birditt & Fingerman, 2005).

While engaging in problem solving the conflicting parties seek the best possible outcome for all involved; it is considered to be a constructive strategy because it encourages an active and collaborative approach to conflict resolution and can be beneficial to the relationship of the conflict parties' (Beitler et al.,2018; Birditt & Fingerman, 2005). In compromising the conflict parties accept to make concessions to find a mutually accepted

solution; therefore, due to the collaborative nature of the conflict management their relationship does not suffer and possibly even thrives (Beitler et al., 2018). When engaging in accommodating behavior, a person will yield control and accept all demands by the other party without conditions, because it is a strategy specifically used to maintain or induce a positive relationship, it is considered constructive (Beitler et al., 2018). Lastly, avoidance can be considered a constructive and destructive strategy since avoidant behaviors can have negative and positive relationship effects; avoiding conflict can deescalate the situation however, avoiding other conflict parties or refusing to engage will not benefit the relationship and possibly lead to a more severe conflict (Beitler et al., 2018; Birditt & Fingerman, 2005). Nevertheless, while avoiding is sometimes classified as an ambivalent strategy (Ting-Toomey et al., 2001), according to De Dreu et al.'s (2001) dual-concern model of conflict, avoiding is seen as a constructive strategy. Since this is the model which will further be relied on in this paper, De Dreu et al.'s (2001) conclusion will be prioritized and avoiding will be treated as a constructive strategy. The last remaining strategy of the dual concern model is forcing. While engaging in forcing the conflict party attempts to pressure the other party into yielding; it is considered a destructive strategy because it is aimed to produce the most beneficial outcomes for the party engaging in it, no matter the cost, which can be detrimental to the relationship between parties and escalate the conflict (Beitler et al., 2018).

In the continuation of this paper the conflict management strategies will be grouped into constructive (problem-solving, compromising, accommodating and avoiding) and destructive strategies (forcing) and they will be referred to as such.

Age and Conflict Management

Whether or not leaders use constructive or destructive styles when confronted with conflict situations is believed to be dependent on several factors. One such factor is their demographic characteristics. In the organizational context, the behavior of leaders changes as

they age (Walter & Scheibe, 2013). It has been shown that with age, emotion understanding and emotion regulation improve (Mayer, 1997; Gross, 1998) and that these traits are positively associated with relation-oriented leadership (Walter et al., 2012). Arguably, being relation-oriented could encourage older leaders to engage more in relationship maintaining or relationship-improving constructive strategies. A systematic literature review by Beitler et al. (2018) showed a positive association between age and the use of the constructive strategies of avoiding, compromising and problem-solving and a negative association with the destructive strategy of forcing. While this paper focused on adults in the general population, together with the studies of older leaders, it paints a picture of an approach to conflict that prioritizes positive workplace relationships. As such it would be logical that leaders would prefer constructive and dislike destructive conflict management strategies as they age.

Hypothesis 1a. There is a negative relationship between leader age and the use of destructive strategies.

Hypothesis 1b. There is a positive relationship between leader age and the use of constructive strategies.

Gender and Conflict Management

Besides age, another variable that has been systematically found to relate to the use of conflict management styles in the work environment is gender (Brewer et al., 2002; Rahim & Katz, 2019). Gender will be examined independently and without consideration of biological sex as it has been shown in multiple studies that gender identity and gender roles have a stronger association with most management styles of the dual-concern model, than biological sex (e.g. Brewer et al., 2002; Yelsma et al., 1985). In a longitudinal study by Rahim and Katz (2019), which specifically examined employees within the workplace over 40 years, women were found to use more constructive strategies than men, while men were found to use more

destructive strategies than women. However, this study focused on employees and not specifically leaders in the workplace context.

When the leadership status of the participants was controlled for, the impact of gender changes. In an experiment by Korabik et al. (1993) women without managerial experience were shown to be more likely to use constructive strategies than men without managerial experience; but, when men and women were both in management positions, there was no significant difference in the use of different conflict management styles. Similar results were found by Brewer et al. (2002) where gender did not show a significant effect on the use of conflict management strategies in individuals with high organizational status. These results indicate that women and men in leadership positions have similar inclinations to use constructive and destructive conflict management strategies. Therefore we do not expect gender to have a significant main effect on the use of constructive vs. destructive conflict management strategies.

The Interaction of Leader Gender and Age in the Prediction of Conflict Management Strategies towards Employees

In the organizational field, there is little research on the interaction effect of gender and age of leaders regarding their use of constructive vs. destructive conflict management. However, in 2008 a small exploratory study was performed to evaluate how the age and gender of small business owners/managers relate to their use of conflict management styles. The participants were divided into groups by gender and age and it was found that younger managers were more likely to use destructive strategies; when gender was taken into account this effect was stronger for men than women (Havenga, 2008). This study shows promising indications of an interaction effect of gender and age, but due to its design, it can not stand on its own. Furthermore, the study was carried out in South Africa with only 56 participants which were all Caucasian and majority male (73,2%) and it generally showed very small

effect sizes. This means the study is of low power and has poor generalisability. Nonetheless, this possible interaction effect is a very interesting topic to examine.

Another indication of a possible interaction effect of gender and age on conflict management is the study of Eber et al. (2021). This study examined the attitude towards competition of adults in the workplace, separated by gender. It shows that men have very positive attitudes towards competition when they are young, which slowly become less positive as they age. They display the least favorable attitude toward competition between ages 55 and 65; after this low point, it marginally increases as they are aging. When integrating the findings of Havengas' (2008) study, with the knowledge that men perceive competition less favorably as they age, this could mean that when men perceive competition as positive when they are younger they engage more in the competitive strategy of forcing which is destructive. As men age towards retirement, they will be more averse to competition, which could possibly relate to a reduction in the use of destructive conflict management strategies. This leads to the moderation Hypothesis:

Hypothesis 2a. The negative relationship between leader age and destructive strategies is stronger, when the leader is male.

Women on the other hand show generally less positive attitudes toward competition throughout their life than men; however, they display the least favorable attitude at age 15, which then steadily improves with age (Eber et al., 2021). As forcing is a competitive strategy (Rahim, 1983) these findings could imply a possible moderation effect of gender on the relationship of age and the use of constructive strategies. As women age, they will become less conflict-averse, which could lead to a decreased reliance on constructive conflict management in older age. This would mean that the main effect of age, increasing the use of constructive strategies, would be weaker for women.

Hypothesis 2b. The positive relationship between constructive strategies and leader age is weaker, when the leader is female.

Overview of the study

For the data collection and to explore the validity of the moderation model we conducted a multisource cross-sectional study. In the study employees and their leaders were recruited in dyads and both had to fill out a survey. The survey included multiple questionnaires and tests as it was part of a larger study. However, the only relevant questionnaire for this paper was the “Dutch Test for Conflict Handling” (DeDreu et al., 2001). In this, the leader rated their own use of the five conflict management strategies and the employee rated the leaders' use of conflict management strategies (see Appendix A). As organizational research is highly vulnerable to self-report and mono-method bias, we decided to use both self-reports and other reports, since the leaders' self-reports might be influenced by social desirability or have a self-serving bias (Donaldson & Steward, 2002). Therefore, including other-report measures allows for more context in the interpretation and mitigates these issues. Additionally, it might be interesting for future research to investigate how perceptions of conflict management strategies differ between employees and leaders.

Methods

Participants

In total 121 dyads of employees and their direct superiors in the workplace took part in the study. The average age of subordinates was M = 28.9, SD = 10.5 with ages ranging from 17 years old to 60 years old. Of the subordinates 47.9% were male, 51.3% were female and 0,9% identified as other. The average age of the leaders was M = 39.1, SD = 12.7 with ages ranging from 18 years old to 72 years old. Of the leaders 63% were male and 37% were female, none of the leaders identified as other (see table 1 for further demographic statistics). All the participants were Dutch residents and fluent Dutch speakers. The participants were

recruited through convenience sampling and there was no compensation for participation. Of the 242 participants which took part in the study, three had to be excluded from all statistical analyses due to missing or improper answers.

Procedure

The participants were approached at their workplace or through personal connections as acquaintances, friends or family members of the researchers. The participants were only eligible as dyads of an employee and their superior. If both participants of the dyad agreed to participate, they were handed the different surveys in envelopes. The participants of dyads were matched through a code and no personal information was recorded. Additionally to the survey, the envelope contained an informed consent form and a debriefing. In it, they were informed about the general contents of the study, the anonymous matching scheme, their right to terminate their participation at any point and the contact information of the principal investigator. The data of the participant could only be used if both confirmed their consent to participate. In the debriefing, the participants were informed about the aims of the study and were given the opportunity to contact the principal researcher to obtain the results of the study.

Materials and Measures

The survey included basic questions about the participants' demographic information, such as their age, gender, education and employment. Both participants also filled out the "Dutch Test for Conflict Handling" which is meant to assess the use of the five conflict management styles (De Dreu et al., 2001). The leaders' questions were assessing their self-reported use of conflict management styles, while the subordinate questions were slightly modified to assess their perception of their superiors' use of conflict management strategies. The test included 20 statements which had to be rated on a 7-point Likert scale (1 = *not at all true*, 7 = *absolutely true*). Each conflict management strategy was covered by four statements.

Accommodation included statements like “I often concur (agree) with my subordinates.” and had a Cronbach’s alpha of 0.65. Compromising included statements like “I usually emphasize that my subordinates and I have to find a compromising solution” and had a Cronbach’s alpha of 0.66. Forcing included statements like “I usually push my own point of view.” and had a Cronbach’s alpha of 0.70. Problem solving included statements like “I often examine ideas from both mine and my subordinates’ sides to find a mutually optimal solution.” and had a Cronbach’s alpha of 0.68. Avoidance included statements like “I avoid differences of opinion with my subordinates as much as possible.” and had a Cronbach’s alpha of 0.73.

Results

The descriptive statistics and correlations between the study variables are displayed in table 2.

Destructive conflict management

In order to explore the negative main effect of leader age (Hypothesis 1a) and the moderation effect of leader gender (Hypothesis 2a) on the use of destructive strategies in conflict with employees, we performed a moderated regression analysis. We ran two analyses using the Hayes process model 1 (2013). In the first analysis, the independent variable was leader age, the moderator was leader gender and the dependent variable was the self-reported use of forcing (since it is classified as the only destructive conflict management strategy). The main effect of leader age failed to be significant b = .014, t = .508, p = .612, which did not support Hypothesis 1a. The moderation model itself also failed to be significant $F(3,114)$ = .079, p = .768, R^2 = .01; as well as the interaction effect at b = -.014, t = -.717, p = .475. Thus failing to provide any support for the moderation Hypothesis 2a.

In the second analysis using the process model (Hayes, 2013), the dependent variable used was the other-reported use of forcing. In this analysis the main effect of age b = .062, t = 1.784, p = .077, the interaction effect b = -.032, t = -1.3248, p = .188 and the moderation

model $F(3,114) = 2.503$, $p = .063$, $R^2 = .062$ also all failed to be significant. Just as the first analysis this provides no evidence for either Hypothesis 1a or Hypothesis 2a. This shows that there is no statistical support in this dataset for the negative main effect of leader age on the use of destructive conflict management strategies or of the moderation effect of leader gender on this relationship.

Constructive conflict management

To examine if there is evidence for a positive main effect of leader age on the use of constructive conflict management (Hypothesis 1b) and a moderation effect of leader gender (Hypothesis 2b), we ran multiple moderated regression analyses using the process model (Hayes, 2013). We ran a total of eight analyses, each with the same independent and moderation variable i.e. leader age and leader gender. The dependent variable differed in each analysis and was composed of the self- and other reports of the four constructive conflict management strategies.

The first conflict management strategy to be examined was accommodating. There was no significant main effect or interaction effect of leader age or gender, on the self-reported usage of accommodating (see table 3 for relevant statistics). Additionally the model itself also failed to be significant $F(3,114) = 2.286$, $p = .0825$, $R^2 = .057$. Similar results were found for the other reported use of accommodating, as no significant main effect of age or interaction effect of age and gender was detected (see table 4 for relevant statistics). The moderation model was also shown to be non-significant $F(3,115) = 0.673$, $p = .571$, $R^2 = .017$. As both of these analyses showed no significant results, they do not provide any evidence for the main effect of age (Hypothesis 1b) or moderation effect of gender (Hypothesis 2b) on the use of constructive strategies.

The next conflict management strategy we examined was compromising. When using self-reports of the use of compromising as the dependent variable, we found no significant

main effect or interaction effect (see table 5 for relevant statistics). Likewise, the moderation model failed to be significant $F(3,114) = 0.821$, $p = .485$, $R^2 = .021$. The same outcome occurred when using the other reports of compromising, with no significant main or interaction effect (see table 6 for relevant statistics). However, the moderation model integrating age and gender did show a significant, yet very small effect $F(3,115) = 2.973$, $p = .035$, $R^2 = .072$. This could partially support Hypothesis 2b (moderation hypothesis), but this needs to be further examined due to the small effect size.

The third constructive conflict management strategy we examined is problem solving. In using the self-reported use of problem solving as the dependent variable, we found no significant effect of age or an interaction effect (see table 7 for relevant statistics). The moderation model also proved to be non-significant $F(3,114) = 2.973$, $p = .035$, $R^2 = .072$. When using the other reported use of problem solving there was also no significant main interaction effect (see table 8 for relevant statistics). However, the moderation model was significant with a very small effect size $F(3,115) = 3.006$, $p = .033$, $R^2 = .073$. This could indicate support for the moderation Hypothesis 2b.

The last constructive conflict management strategy we will analyze is avoiding. When using the self-reported use of avoiding as the dependent variable in the process model 1 (Hayes, 2013), there is no significant main effect of age or interaction effect of age and gender (see table 9 for relevant statistics) and the model failed to be significant as well $F(3,114) = 0.592$, $p = .622$, $R^2 = .015$. When using other reports of the use of avoiding, there is also no significant main or interaction effect (see table 10 for relevant statistics) and the moderation model fails to be significant $F(3,114) = 1.384$, $p = .251$, $R^2 = .0351$. Since all effects on avoiding are not significant, we failed to provide any evidence for Hypothesis 1b and Hypothesis 2b.

Discussion

In this study, we tried to find a relationship between leader age and the use of constructive vs. destructive conflict management styles and how this relationship might be moderated by gender. Our first Hypothesis 1a was that there would be a negative main effect of leader age on the use of destructive conflict management strategies. This Hypothesis could not be confirmed as there was no significant main effect on the self-reports or other reports of the use of destructive strategies. The moderation Hypothesis 2a which stated that the negative main effect would be strengthened if the leader was male, also failed to be supported. Both moderated regression analyses concerning self- and other reports on the use of the destructive conflict style forcing as the dependent variable showed no significant results. Our second Hypothesis on the main effect of age Hypothesis 1b, which hypothesized a positive main effect on the use of constructive conflict management strategies was also not confirmed. In each separate analysis of the regression model of the use of accommodating, compromising, problem solving and avoiding (self-reported or other reported), there was no evidence for a significant main effect of age on any of the constructive strategies. Our last Hypothesis, the moderation Hypothesis 2b, stated that the positive main effect of leader age on constructive strategies would be weaker when the leader is female. None of the eight analyses of the constructive strategies found evidence for a significant interaction effect. However, in two of our analyses, the moderation model was significant at a level of $p < .05$. This, at first glance, could be seen as evidence, but the effect size of both analyses is $R^2 < .08$, which is far below what is considered meaningful. As such the proportion of the variance of dependent variable scores, which are described by the model, is so small that it is negligible. This means that our study does not support any of the four Hypotheses posed in this paper. Nevertheless, this does not mean that the hypotheses will not be supported by future studies, as the lack of significant results could be due to limitations in the scope of the study.

Limitations and Future Directions

One possible limitation of our research was the pool of participants. We managed to get a diverse age range however, there were a lot fewer female leaders than male leaders and female leaders were on average five years younger than their male counterparts, which could have impacted the interaction effect between age and gender (see table 1 for relevant statistics).

An additional limitation is that the study was set in the Netherlands and only involved fluent Dutch speakers, this limited the potential participant pool significantly and any findings can not be applied to other populations. The number of participants was sufficient for statistical analysis, but I would hesitate to draw wide-reaching conclusions for the whole of the Netherlands due to the sample size and the fact that most of the participants were recruited in Groningen since the study was exclusively performed on paper.

In future research, I would recommend a study on a larger scale that can be completed online. This would make it easier to recruit a larger pool of participants. Additionally, I would also suggest a quantitative exploratory study in which leaders of different industries rate their conflict management strategies, their leadership style and the work climate. This could give further insight into whether conflict is managed differently in different industries and how this is related to leadership style and workplace climate.

Theoretical and Practical Implications

Our results suggest that there is no main effect of leader age on the use of destructive strategies and that gender is not a moderating factor. While this does not directly disprove any previous literature on the topic, it does call into question the finding of older leaders as having higher emotional understanding and being more relation-oriented in the workplace (Mayer, 1997; Gross, 1998; Walter et al., 2012). Considering that increased emotional understanding and being relation-oriented should theoretically decrease the use of destructive strategies.

Our results also do not support previous research which found a positive association between age and the use of constructive conflict management strategies. For example, the meta-analysis by Beitler et al. (2018), found numerous studies which showed a positive association between age and the use of problem solving, compromising and avoiding. This difference in results could be due to the limitations of our study, but it could also be an indication of publication bias and how it is common in meta-analyses (Thornton & Lee, 2000). This means that in the future more papers with non-significant results should be published as well, so that publication bias becomes less of a concern in situations where past research is not supported.

Conclusion

The results of our study were unable to support past findings for a positive relation between leader age and use of constructive strategies or a negative relation between leader age and the use of destructive strategies. Moderation of the relationship by gender was also not supported. However, this does not mean that previous research was necessarily flawed, but rather that the space of conflict management at the workplace is still one to be further researched and explored. The limitations which were apparent in our study are illustrations of what future research projects can improve and will improve.

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Table 1

Leader Age Divided by Gender

	Gender	*n*	Minimum	Maximum	*M*	*SD*
Leader	Female	44	18.0	66.0	35.9	12.0
Age	Male	75	20.0	72.0	40.9	12.8

Table 2

Descriptive Statistics and Pearson Correlation Coefficients Between the Study Variables

	n	*M*	*SD*	1	2	3	4	5	6	7	8	9	10	11	12
1. Leader Age	119	39.1	12.7	1											
2. Leader Gender	119	1.4	0.5	-.191*	1										
3. Accommodation Self-reported	118	4.4	1.1	-.238**	0.049	1									
4. Compromising Self-reported	118	4.3	1.4	-0.124	0.096	.456**	1								
5. Forcing Self-reported	118	3.6	1.2	-0.036	-0.057	0.044	0.080	1							

6. Problem Solving Self-reported	118	5.2	1.2	-.219*	0.071	.413**	.493**	0.105	1				
7. Avoiding Self-reported	118	3.8	1.3	-0.068	0.113	.324**	.190*	0.106	0.155	1			
8. Accommodation Other-reported	119	4.8	1.2	-0.108	-0.012	.186*	0.026	0.156	0.057	-0.048	1		
9. Compromising Other-reported	119	4.6	1.2	-.231*	0.178	0.052	.194*	0.085	.221*	0.009	.364**	1	
10. Forcing Other-reported	118	3.0	1.6	0.175	-0.162	-.189*	0.046	.230*	-0.097	-0.064	-.244**	-0.162	1
11. Problem Solving Other-reported	119	5.3	1.3	-.267**	0.086	.330**	0.161	-0.018	.265**	0.032	.475**	.492**	-.494**	1

12. Avoiding Other-reported	118	3.8	1.3	0.173	0.029	-0.075	-0.026	0.085	-0.151	.187*	0.056	0.058	.338**	-.190*	1

Notes. *. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Table 3

Moderator Analysis: Self-reported use of Accommodation as the Dependent Variable

Effect	*b*	*SE*	*t*	*p*	95% CI	
					lower	Upper
(Constant)	5.137	0.99	5.20	<.001	3.18	7.10
Leader Age	-0.021	0.02	-0.86	.393	-0.07	0.03
Leader Gender	0.010	0.67	0.02	.988	-1.31	1.33
Interaction Age x Gender	0.000	0.02	0.00	.997	-0.03	0.03

Table 4

Moderator Analysis: Other-reported use of Accommodation as the Dependent Variable

Effect	*b*	*SE*	*t*	*p*	95% CI	
					lower	Upper
(Constant)	6.001	1.07	5.61	<.001	3.88	8.12
Leader Age	-0.028	0.03	-1.08	.281	-0.08	0.02
Leader Gender	-0.575	0.72	-0.79	.429	-2.01	0.86
Interaction Age x Gender	0.013	0.02	0.72	.475	-0.02	0.05

Table 5

Moderator Analysis: Self-reported use of Compromising as the Dependent Variable

Effect	*b*	*SE*	*t*	*p*	95% CI	
					lower	upper
(Constant)	4.350	1.29	3.38	.001	1.80	6.90
Leader Age	-0.008	0.03	-0.26	.796	-0.07	0.05
Leader Gender	0.332	0.87	0.38	.702	-1.39	2.05
Interaction Age x Gender	-0.003	0.02	-0.14	.890	-0.05	0.04

Table 6

Moderator Analysis: Other-reported use of Compromising as the Dependent Variable

Effect	*b*	*SE*	*t*	*p*	95% CI	
					lower	upper
(Constant)	4.970	1.06	4.69	<.001	2.87	7.07
Leader Age	-0.021	0.03	-0.80	.426	-0.07	0.03
Leader Gender	0.301	0.72	0.42	.676	-1.12	1.72
Interaction Age x Gender	0.001	0.02	0.06	.954	-0.03	0.04

Table 7

Moderator Analysis: Self-reported use of Problem Solving as the Dependent Variable

Effect	*b*	*SE*	*t*	*p*	95% CI	
					lower	upper
(Constant)	6.906	1.10	6.27	<.001	4.72	9.09
Leader Age	-0.046	0.03	-1.73	.086	-0.10	0.01
Leader Gender	-0.642	0.74	-0.87	.389	-2.11	0.83
Interaction Age x Gender	0.019	0.02	1.02	.309	-0.02	0.06

Table 8

Moderator Analysis: Other-reported use of Problem Solving as the Dependent Variable

Effect	*b*	*SE*	*t*	*p*	95% CI	
					lower	upper
(Constant)	6.261	1.16	5.41	<.001	3.97	8.55
Leader Age	-0.029	0.03	-1.04	.302	-0.08	0.03
Leader Gender	0.027	0.78	0.03	.973	-1.52	1.58
Interaction Age x Gender	0.002	0.02	0.09	.927	-0.04	0.04

Table 9

Moderator Analysis: Self-reported use of Avoiding as the Dependent Variable

Effect	*b*	*SE*	*t*	*p*	95% CI	
					lower	upper
(Constant)	3.785	1.22	3.09	.003	1.36	6.21
Leader Age	-0.011	0.03	-0.35	.723	-0.07	0.05
Leader Gender	0.131	0.83	0.16	.875	-1.51	1.77
Interaction Age x Gender	0.004	0.02	0.19	.847	-0.04	0.05

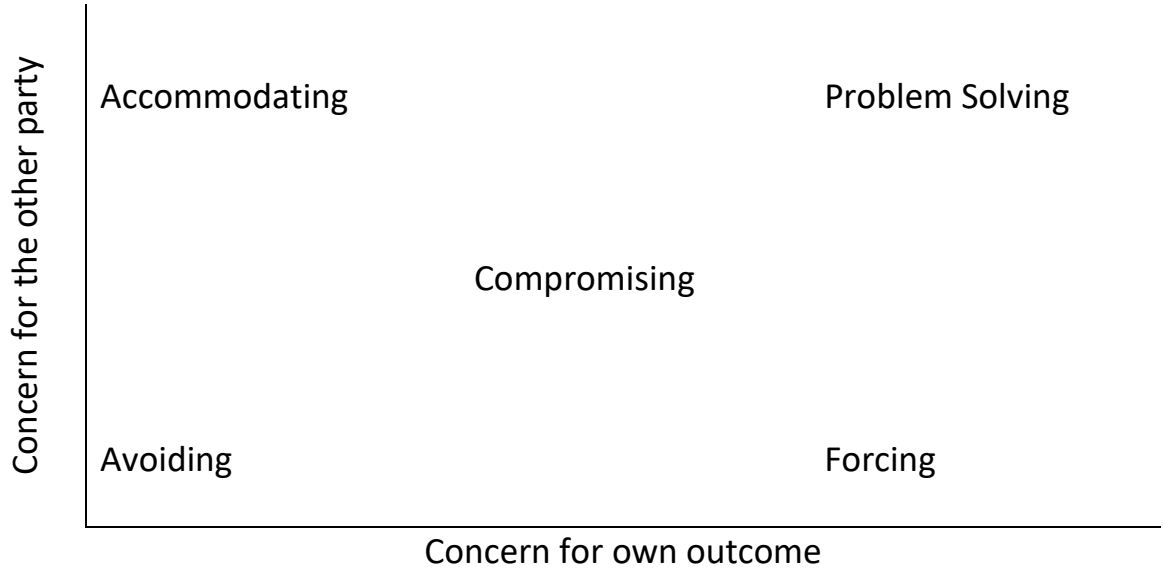
Table 10

Moderator Analysis: Other-reported use of Avoiding as the Dependent Variable

Effect	*b*	*SE*	*t*	*p*	95% CI	
					lower	upper
(Constant)	3.082	1.23	2.50	.014	0.64	5.52
Leader Age	0.011	0.03	0.37	.711	-0.05	0.07
Leader Gender	-0.058	0.84	-0.07	.945	-1.72	1.60
Interaction Age x Gender	0.007	0.02	0.31	.757	-0.04	0.05

Figure 1

Dual concern model according to DeDreu et al. (2001)



Appendix A

Measures

Dutch Test for Conflict Handling (DeDreu et al.,2001)

When I have a conflict at work or school, I do the following:

1. I give in to the wishes of the other party.

2. I try to realize a middle-of-the-road solution.

3. I push my own point of view.

4. I examine issues until I find a solution that really satisfies me and the other party.

5. I avoid confrontation about our differences.

6. I concur with the other party.

7. I emphasize that we have to find a compromise solution.

8. I search for gains.

9. I stand for my own and other's goals and interests.

10. I avoid differences of opinion as much as possible.

11. I try to accommodate the other party.

12. I insist that we both give in a little.

13. I fight for a good outcome for myself.

14. I examine ideas from both sides to find a mutually optimal solution.

15. I try to make differences seem less severe.

16. I adapt to the parties' goals and interests.

17. I strive whenever possible toward a 50-50 compromise.

18. I do everything to win.

19. I work out a solution that serves my own and the other's interests as well as possible.

20. I try to avoid a confrontation with the other.