COPING WITH ROLE CONFLICT:  IMPLICATIONS FROM
AN EXPLORATORY, FIELD STUDY OF UNION-MANAGEMENT
COOPERATION

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Cooperative problem solving between union and management represen-
tatives requires the traditional adversaries in collective bargaining to play
new roles. Expectations of cooperation conflict with established bargaining
tactics as Walton and McKersie (1965) have pointed out. Nonetheless these
two parties are currently engaged in relatively cooperative discussions in
forums ranging from the humanization of work by joint projects in plants
across the United States to macroeconomic policy in the national,
informal Labor-Management Committee. The purpose of this paper is to report
an exploratory study of how participants in three such cooperative efforts
coped with the conflict between the roles of bargainer and problem solver.

## BACKGROUND ON ROLE CONFLICT

Since this paper attempts to relate an existing literature to a new
area, some definitions are in order. According to Katz and Kahn (1966) who
popularized the view of an organization as a set of interlocking roles, a
role is the set of behaviors expected of the occupant or focal person in an
organizational position. Corresponding to each position is a set of role
senders who hold expectations for the focal person and attempt to influence
him or her to comply. A role episode is the shaping of organizational
behavior by 1) the communications of these expectations, 2) their receipt by
the focal person, and 3) his or her subsequent behavior. As presented by
Katz and Kahn, role theory thus has a distinctly reactive flavor: focal
persons comply or fail to comply with the expectations of role senders.

Compliance with expectations explains the regularity of organizational
behavior, but to date, as Katz and Kahn have pointed out in their second
edition (1978), most research has focused on two breakdowns in the role system:
role ambiguity and role conflict. The seminal research on roles by Kahn, Wolfe,
Quinn, and Snoek (1964) demonstrated the frequent occurance of different

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expectations for a single person such that the compliance with one expectation makes more difficult compliance with another (role conflict). We can distinguish between objective and subjective role conflict. The former refers to the existence of conflicting expectations by role senders and the latter to the perception of those expectations as conflicting by the role occupant.

A participant in collective bargaining, say a labor leader, who is asked to engage in cooperative problem solving with his or her opposite number faces conflicting expectations from role senders. Traditional bargaining behavior involves concealing information and distorting preferences about the outcomes of bargaining. The participants and their constituents expect no more. Cooperative problem solving on the other hand prescribes sharing information and honest evaluations of proposed alternatives among the participants. For example, in a quality of work project, a joint committee might seek to identify problems felt by workers through an attitude survey. That approach differs markedly from contract negotiations where, for tactical reasons, the union might attempt to conceal the true preferences of its members until the last minute, while management seeks to maximize its leverage by estimating the union position.

If union and management representatives, government, and other third parties want to stimulate such cooperative behavior as a supplement to traditional collective bargaining, participants must learn how to cope with an inevitable conflict in roles. What, then, is known about role conflict, especially in roles like union and management negotiators who work at the boundaries of their respective organizations?

Table 1 reports the results of a preliminary review of the research on role conflict. As diagrammed in Figure 1, these studies have identified antecedents of role conflict, its effects, and conditions moderating these hypothesized causal influences.

Empirical investigations of role conflict in field settings have identified a range of antecedent conditions associated with both conflicting expectations by role senders (objective role conflict) and the perception of such conflict by the focal person (subjective role conflict).

A separate research paradigm has examined the behavior of bargaining representatives caught between the conflicting expectations of their constituents for favorable settlements and of their opponents for reasonable compromises. Because that research did not assess the extent of role conflict directly and because it has confined itself almost entirely to the reaction of college students to experimental manipulations, we have not included those studies in our review. Benton (undated) and Adams (1976) summarize this literature

The studies reviewed indicate that role conflict is associated with and presumably caused by factors at several levels: extra-organizational, organizational, interpersonal, task-related, and personal. For example, role conflict should be high for a person engaged in innovative work spanning the boundary between two organizations, in close contact with his or her role senders, and strongly motivated to satisfy the expectations of role senders inside the organization and out. Clearly this research predicts high role conflict for union and management participants in cooperative efforts.

These relationships, however, are not always simple and direct. Differences in interpersonal relations and in the personality have been found to dampen or accentuate the effect of these antecendents on the subjective role conflit actually experienced by the focal person.

According to these and other studies, focal persons experiencing role conflict present a sorry picture. The effects of role conflict include:

   1) Negative attitudes towards their organizations.
      its members, their jobs, and more general per-
      ceptions of tension and threat;

2) Pessimistic beliefs about their power, performance,
   and rewards in organizations;

3) Ineffective performance (although here the evidence
   is mixed).

Again these undesirable effects of role conflict are moderated by
conditions ranging from the organization where the person works to the
personality of the role occupant. Clearly, however, these predictable effects
of role conflict augur little success for union-management representatives who
encounter additional conflicting expectations in cooperative effort.

Although much is known about the causes and effects of role conflict,
there is little research on the ability of the focal person to cope with role
conflict. Yet for the union and management representatives attempting to
cooperate (or others in the conflictual positions created by large, complex
organizations and by increasing contacts between organizations), it is not
enough to know they face conflict and can expect negative results. These role
occupants need to know what they can do to improve the situation.

As noted above, the paradigm for research on role conflict puts
little emphasis on action by role occupants. Kahn, et. al., (1964) document
the various psychological responses by the role occupants, essentially to
adjust to the tension generated by conflicting expectations. Nearly all the
subsequent research has followed this reactive model. The investigator iden-
tifies people in role conflict, substantiates their awareness of their plight,
then catalogues the unfortunate consequences.

Only Hall (1972), of the studies reviewed, highlighted the poten-
tially active stance of role occupants in coping with role conflict. He found
that college-educated women were more satisfied with their careers if they took
proactive strategies to cope with role conflict, and did not either adjust to
it psychologically or simply comply with conflicting expectations. Proactive

strategies involved direct contact with role senders to modify conflicting

expectations. For example, some women added members to their role set by

hiring household help or recruiting assistance within the family; others re-

defined the expectations of their husbands through direct discussions. Figure

2 describes the dynamics of coping with role conflict suggested by Hall's

research. Graen (1976) has also emphasized the impact of the role occupant on

the definition of work roles and has supported his general argument empirically

(Dansereau, Graen, and Haga, 1975). What remains is to assess the impact of

proactive coping strategies on role conflict in organizational roles, a need

to which this paper is a first contribution.

The limited methodology used to study role conflict and boundary

roles has contributed to the relative absence of information on how role

occupants actively influence their role senders. Two paradigms have domi-

nated the literature reviewed. The first, summarized above, is epidimeological.

Stimulated by Kahn, et. al. (1964) and relying on measures developed by Rizzo,

House, and Lirtzman (1970), researchers have used questionnaires in cross-

sectional surveys to map the existence and consequences of role conflict. These

studies have identified the extent of role conflict and quantified its causes

and effects as summarized in Table 1. These studies suffer two handicaps,

however. Questionnaires only measure previously identified variables and cross-

sectional studies cannot capture dynamic processes. As a result, this research

tradition has neglected the dynamic process of actively coping with role conflict.

The second research paradigm is experimental. Directed or inspired

largely by Adams (1976), a number of studies have examined bargainers as boundary-

role occupants. These studies have relied almost entirely as noted above on

college students as subjects and on carefully controlled settings. Moreover,

these researchers have not measured role conflict directly although they created

conflicting expectations. As a consequence, this tradition has specified a number of factors influencing bargaining behavior but, unfortunately, has contributed little to the understanding of role conflict.

Generally missing from the literature are open-ended studies of role conflict aimed at identifying the dynamics of coping with role conflict, especially in the populations where epidemiological studies have located its existence. Such studies would require attention to clinical detail to document the development of role conflict over time.

This paper reports such an exploratory study of the dynamics of role conflict identified by Hall. Among union and management representatives attempting to cooperate, it asked the following questions:

1) Do these union and management representatives experience role conflict?

2) How do they cope with any feelings of role conflict?

3) How do their coping mechanisms affect their feelings of role conflict?

4) How do these coping mechanisms affect their cooperative problem-solving behavior?

## THE RESEARCH

This report draws on an intensive analysis of three selected cases where union and management representatives with the help of a third party had attempted to add the capacity for cooperative problem solving to their traditional collective bargaining. The selection of these cases covers the range of locations and issues in collective bargaining as it has evolved in the U.S. Collective bargaining in this country takes place at different levels, from the work group where a union representative deals with a low-level manager, to the industry where officers of the international union meet with corporate managers. The issues of concern in bargaining vary from wages and conditions of work in the periodic negotiation of new contracts to non-contractual matters often

discussed in joint committees or informal discussions throughout the life of the contract. Figure 3 shows how these three cases were selected to represent the diversity of American collective bargaining.

THE CASES

1. Joint Labor-Management Committee in the Retail Food Industry. Representatives of the three major unions in this industry (the Teamsters, the Retail Clerks, and the Meatcutters) have been meeting the representatives from the major supermarket companies to resolve common problems. The Committee has met under the direction of a neutral Chairman since the end of the wage-price controls in April 1974. It consists of two bodies: a policy making, presidential-level Executive Committee and an operational Steering Committee. It has developed mechanisms to improve the decentralized negotiation of contracts in this industry and has undertaken studies and/or jointly recommended action on technological change and in occupational safety and health and the cost of health care.

2. Union-Management Team Building Meeting at the Sprinfield Plant. Leaders of the local union of an international industrial union met on four occasions in 1973-1975 with managers in a small plant of a major manufacturer to improve a deteriorated bargaining relationship. Under the guidance of an organizational-development consultant from the corporate staff, these representatives clarified and reduced the sources of their antagonism and agreed to negotiate procedures for two bones of contention, the distribution of overtime and job ladders, before the expiration of the contract.

3. Quality of Work Project at City Hospital. The representatives of three worker associations (the Hospital Workers Union, the State Nurses Association, and the Residents Committee) agreed with hospital administrators in a large, private, urban hospital to explore jointly their common problems

affecting patient care and the quality of work life.  From 1975 to the present,
at the initiation of the American Center for the Quality of Work Life with the assistance
of organizational-development consultants, representatives have met as a
Steering Committee and overseen an organizational-change project focused on, but
not limited to, a surgical ward.  The project has involved training for adminis-
trators and workers, work-team meetings, organizational mirroring by clients and
feedback by workers in one department, and worker-developed and delivered
orientation for new physicians assigned to the ward.

METHODOLOGY

     Sample.  In each case, we interviewed the participants in the joint
committees or meetings, a total of eighty-three (83) interviews.  Because of
changes in membership over time and difficulties in scheduling interviews, this
constitutes about 50% of those who attended meetings.

     Method.  We asked each participant to describe the background of the
cooperative effort, its purposes, how it operated (including its joint meetings),
its effects on·them as participants, and its outcomes.  We specifically asked
each participant about any conflict in roles engendered by the project.  In all
three cases, we conducted our interviews after the projects were underway and
in two cases the joint effort continued after our investigation.  We detailed
the involvement of each participant as it developed over time.  The interviews
lasted between twenty (20) minutes and eight (8) hours, averaging one (1) hour.

     Measures.  From transcriptions of our interview notes, we identified
separate incidents of role conflict for each respondent.  For each incident,
we coded the following information:

     1) Role Conflict was recorded whenever the respondent mentioned the
existence of conflicting expectations of behavior in the new project such that
compliance with one set of expectations made complying with the other more

difficult. Since all our information is reported by the participant, we did
not distinguish between objective and subjective role conflict. Our unit of
analysis is each incident of role conflict.

2) Coping Mechanisms were the respondents' description of how he or
she dealt with these expectations in each incident of role conflict. Following
Hall (1972), we noted whether these mechanisms were proactive or reactive. A
proactive strategy involved some contact between the focal person and the role
senders to reduce conflicting expectations. We included in this category
actively cutting off the flow of information to certain role senders. A
reactive strategy included both Hall's categories of personal role redefinition
and reactive role behavior. Here a person either changed his or her perceptions
of role expectations, thus leaving the objective role conflict unchanged, or
tried to comply with both the conflicting expectations. For each incident only
one coping strategy was recorded. If a person gave a proactive and a reactive
response as happened in a few cases, it was scored as a proactive.

3) Change in Role Conflict was recorded after the choice of a coping
mechanism. Based on the respondents' description of his or her subsequent
feelings in the project, we scored each incident as followed by either a decrease
in role conflict or no change (increases were rare and are included in the second
category).

4) Cooperative Problem Solving Behavior was also noted subsequent to
adoption of a coping mechanism. Based on ideal descriptions of problem-solving
behavior (Schein, 1968; Walton, 1969), we defined cooperative problem-solving
behavior to include these components:

    a.   widespread participation by all members of the
        problem-solving group;

    b.   identification of problems common to both parties;

    c.   sharing one side's problems with the other;

     d.   generation of multiple potential solutions;

     e.   decision making in the group consensus.

An increase in any of these behaviors by the person describing the role conflict was coded positively. So each incident for our analysis was followed either by an increase or no change in cooperative problem solving.

## RESULTS

We will briefly present quantitative answers to our research questions, then flesh out these figures with some behavioral descriptions before discussing the implications of our findings both for the study of role conflict and for successful cooperation between union and management.

## ROLE CONFLICT

First, most of the participants (69%) in these cases reported being caught between conflicting expectations because of their participation in these joint meetings. As one could expect, participation in a cooperative project is an additional source of conflict for these bargaining representatives.

## COPING STRATEGIES

Second, these representatives did not accept this conflict passively, as existing paradigms of role conflict would imply. Nearly half (45%) of the strategies used to cope with role conflict were proactive. Examples of their actions are given below.

## SUBSEQUENT ROLE CONFLICT

Next, these proactive strategies were associated with reductions in the subsequent role conflict experienced by the participants. Table 2 presents the relationship between the choice of coping strategy and subsequent role conflict. Choice of a proactive coping strategy was significantly associated with a reduction in role conflict.

## SUBSEQUENT PROBLEM SOLVING BEHAVIOR

Finally, proactive strategies had a similar beneficial association with subsequent cooperation by the focal person/participant. Table 3 presents

the relationship between choice of a coping strategy to deal with role conflict and the individual's subsequent increase in cooperative problem-solving behavior. Choice of a proactive strategy most often was followed by such an increase while reactive strategies most frequently were associated with no change in the key behavior.

None of these findings varied substantially across the three cases; nor did different patterns appear for union or management representatives. What emerged was a consistent picture with three components: first, the people were caught in role conflict, but, second, they frequently dealt directly with their role senders to modify these conflicting expectations, and last, they subsequently enjoyed both a decrease in role conflict and an increase in the cooperative behavior which contributed to their original conflict.

PROACTIVE STRATEGIES

What then were the proactive strategies which facilitated their cooperation? The following examples are illustrative.

Changing the composition of the role set. These representatives did not always take their role senders as given. We noted these alterations in composition initiated by the role occupants in these cases:

1. Adding new role senders from within the relevant organizations. In the Retail Food Committee, the original third-party Chairman working with a few members of the Steering Committee sought an expanded role for the Executive Committee in setting policy for the Steering Committee. These higher-level members were less directly involved in collective bargaining than the Steering Committee and communicated to their delegates their expectations of more collaboration.

2. Adding role senders from outside the organizations. In all three cases, the parties turned to outside third parties as a new role sender. Since cooperation entailed the objective of new forms of behavior, the third party's expectations were a vital source of guidance in the cooperative effort.

3.  Dropping role senders.  These representatives had some power to delete members of their role sets.  In retail food, the management Steering Committee members influenced a change in the leadership on the Executive Committee and at Springfield both union and management representatives vetoed the inclusion of participants from outside the plant.

Modifying expectations about behavior.  In dealing with their role senders, these representatives engaged in successful attitude change and made use of a wide range of influence strategies:

1.  Persuasion.  In some cases, all a representative had to do was clarify with their role set, such as more senior managers or top union leadership, the limits of what behavior would take place in these cooperative meetings.  Often the meetings were described as a continuation of bargaining discussions.

2.  Participation.  A more powerful strategy especially on the union side to defuse questions about the project was to  ask  other union leaders to sit in on the cooperative meetings.

Modifying expectations about outcomes.  For many role senders for collective bargaining roles, expectations focus on outcomes and the specific behavior required of representatives is less critical.  Again, the most frequent means to change attitudes was persuasion.  In each of these cases to varying degrees, the cooperative project was tackling major problems facing both sides. Emphasizing these potential benefits countered the early expectations of some role senders that cooperation would only result in a sell-out of their sides' interests.  To allay these fears, the participants also provided the doubtful, be they rank and file union members or non-participating managers, with assurances that the cooperative project would not compromise existing benefits.

Concealing deviations from expectations. In all of these cases, both union and management participants systematically kept information about the cooperative projects from their role senders. At Springfield and at City Hospital, the union leaders shared almost no information about the Project with the local membership. In the same two cases the managers involved kept substantial information about the projects from their superiors and other managers.

## DISCUSSION

The widespread role conflict in these projects is consistent with the existing literature because several of the antecedents of role conflict are present whenever union and management representatives attempt to cooperate. Most notably these representatives occupy boundary spanning roles and cooperation is an innovation in contrast to their usual bargaining tasks. This study documented the existence of role conflict with a different, more clinical methodology than characterizes most research on role conflict. Perhaps more importantly, the study examines a particular set or organizational roles, union and management representatives in collective bargaining. These roles are almost always cited in discussion of role conflict, but until now largely unexamined. The most significant findings of this study, however, do not concern the extent of role conflict but how these representatives deal with it.

These bargainers quite frequently relied on proactive strategies to cope with role conflict, a result consistent with Hall's initial examination of coping strategies. That study, although it did not deal with organizational roles, did report a comparable preference (56%) for proactive strategies by college-educated women. While these two studies might suggest a high level of proactive coping with role conflict, future research on lower levels in work organizations may well yield a lower figure.

The present sample could be expected to resort to proactive strategies more frequently than other workers for several reasons. First, representatives in collective bargaining must deal with role conflict in their positions routinely. As noted by Walton and McKersie, a bargainer faces expectations from his or her constituents of intransigent behavior and maximum benefits, but expectations from his or her counterpart across the table of reasonable concessions and compromise agreements. In order to function according to Walton and McKersie (1965), bargainers must learn to modify those expectations. So cooperation represents only an incremental increase in an occupational hazard. Second, these cases documented the initial stages of cooperative projects. Graen (1976) has argued that during these early stages the role occupant always influences the expectations of role senders. And finally, cooperation is an innovation in American collective bargaining, so the expectations of role senders may be especially vague and amenable to modification.

Whatever the cause of these proactive strategies, their existence requires a reexamination of the entire role conflict literature. Most studies of role conflict as noted above embodies a paradigm of undirectional influence. Role senders communicated expectations to role occupants and then enforced compliance. Proactive strategies introduce the reciprocal direction of influence from role occupant to role sender. If proactive strategies are important, then past cross-sectional surveys of role conflict may only represent a snapshot of a dynamic process. Some people in those studies reporting high role conflict today may take action to reduce that conflict tomorrow and subsequently appear low in role conflict. At present, we have no studies examining the questions implicit in a process which includes two-way influence and changes over time. For example, who is most likely to use proactive coping strategies? When and on what issues are proactive strategies most effective?

The present study provides data on one question posed by a dynamic conception of role conflict, namely the effects of alternative coping strategies. Proactive coping strategies appeared to reduce subsequent role conflict and to facilitate at the same time the desired individual behavior of cooperative problem solving. This finding conforms with Hall's report that women taking proactive strategies were more satisfied with their careers. So the effects of role conflict do depend on a dynamic, two-way process. Indeed, role conflict may emerge as a stimulant of positive as well as negative effects. For example, workers seeking to influence their role sets may increase innovation in organizations. Only longitudinal research can illuminate that process.

The success of proactive strategies to deal with role conflict also has substantial practical implications for how work organizations, in general, and union-management cooperation, in particular, develop their members, the first, radical and the second, consistent with some current training efforts.

Proactive strategies suggest the need for "political" analysis of organizations by its members to improve their performance. The reduction of role conflict and the facilitation of effective individual behavior appeared to require two steps:

1) the diagnosis of the role set: who holds what expectations for the focal person?

2) the influence of some role senders to reduce discrepancies in those expectations.

The mapping of interested parties around a job and discovering the means to influence them is the essence of a "political" view of organizations. Strauss (1962) provided a vivid guide to this political process in one boundary spanning role, the purchasing agent. Such a political analysis would represent an innovation in most development programs in organizations, however, since it challenges the current expectations of those with formal authority.

The importance of proactive coping supports current training programs in organizations. Assertiveness training is only the most visible of a number of programs which encourage workers to view themselves as active and capable of influencing their boss, peers, and the organization at large. Often organizational-development consultants prescribe role-set negotiation to improve a work group's performance. In such programs, workers meet with their supervisors, work group, and other contacts to decide what activities belong in each role. Such negotiation is simply a formal encouragement of proactive coping with role conflict and other problems in role expectations.

The implications of the present study for union-management cooperation are less radical. The present study suggests that union and management representatives, possibly for the reasons suggested above, can often cope with the additional role conflict implied by cooperation. We have simply compiled, based on our observation, a list of proactive coping strategies as alternatives for participants in cooperative efforts. Walton and McKersie (1965) have already described some tactics for bargainers in their traditional roles to influence two types of their role senders: attitudinal structuring of their opponents and intraorganizational bargaining with their constituents.

A political analysis, however, may prove more informative and more useful to potential third-party facilitators of cooperation. In the future, both because of their supply in the labor market and because of the relevance of their skills (Driscoll, Israelow, and McKinnon 1978), we expect organizational-development and behavioral-science consultants work more frequently as third parties to union and management. The political analysis of change suggested by our findings is often foreign to their backgrounds but seems vital to success in working with people in conflicted organizational roles.

In summary, as union and management representatives consider cooperative efforts, this study provides grounds for optimism and some guidelines for action. Cooperation involved role conflict for these bargaining representatives. However, these representatives coped with role conflict actively by confronting or manipulating the senders of conflicting expectations. These representatives and their counterparts in other projects can both reduce the extent of role conflict and facilitate their own contribution to the joint effort by proactively coping with the holders of conflicting expectations.
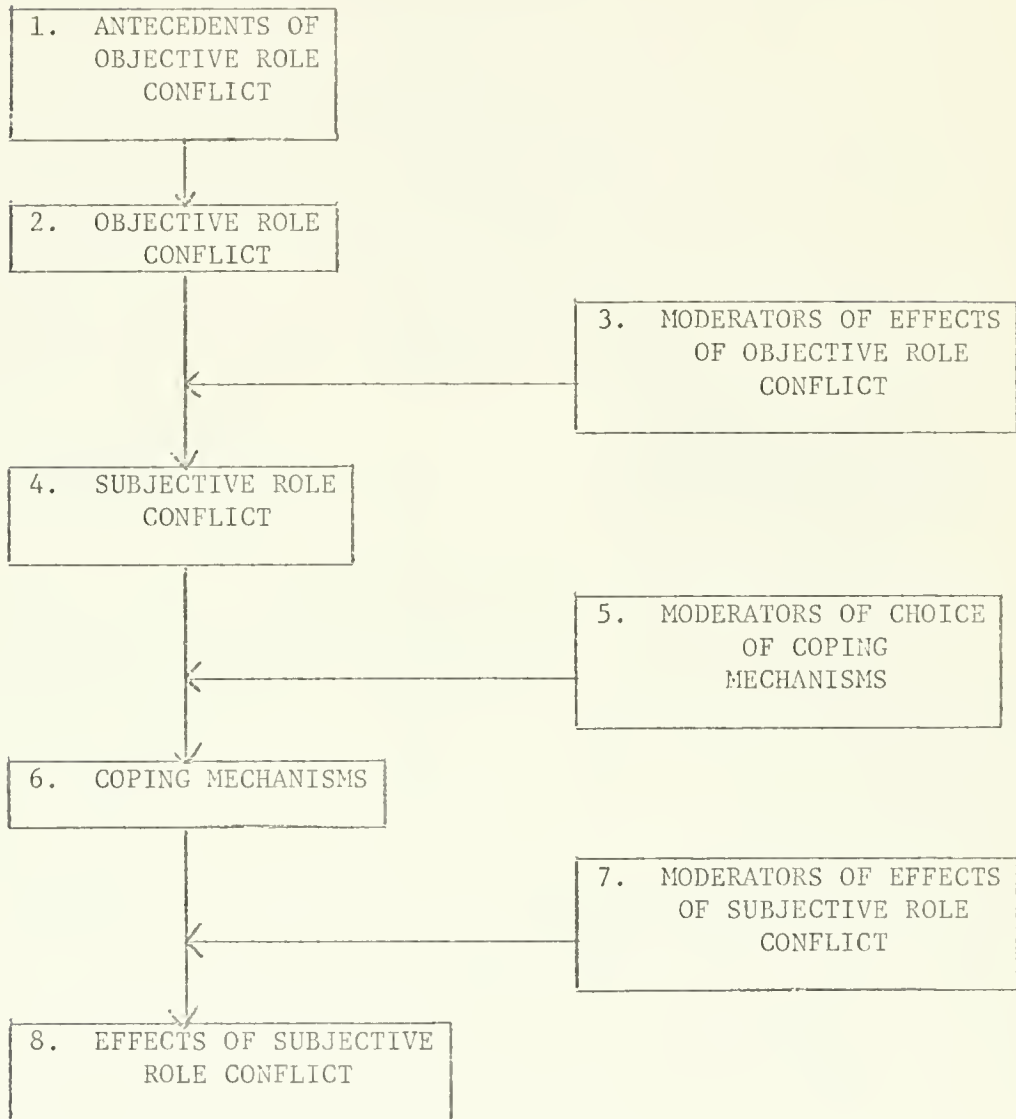
FIGURE 1:   REVIEW OF RESEARCH ON ROLE CONFLICT
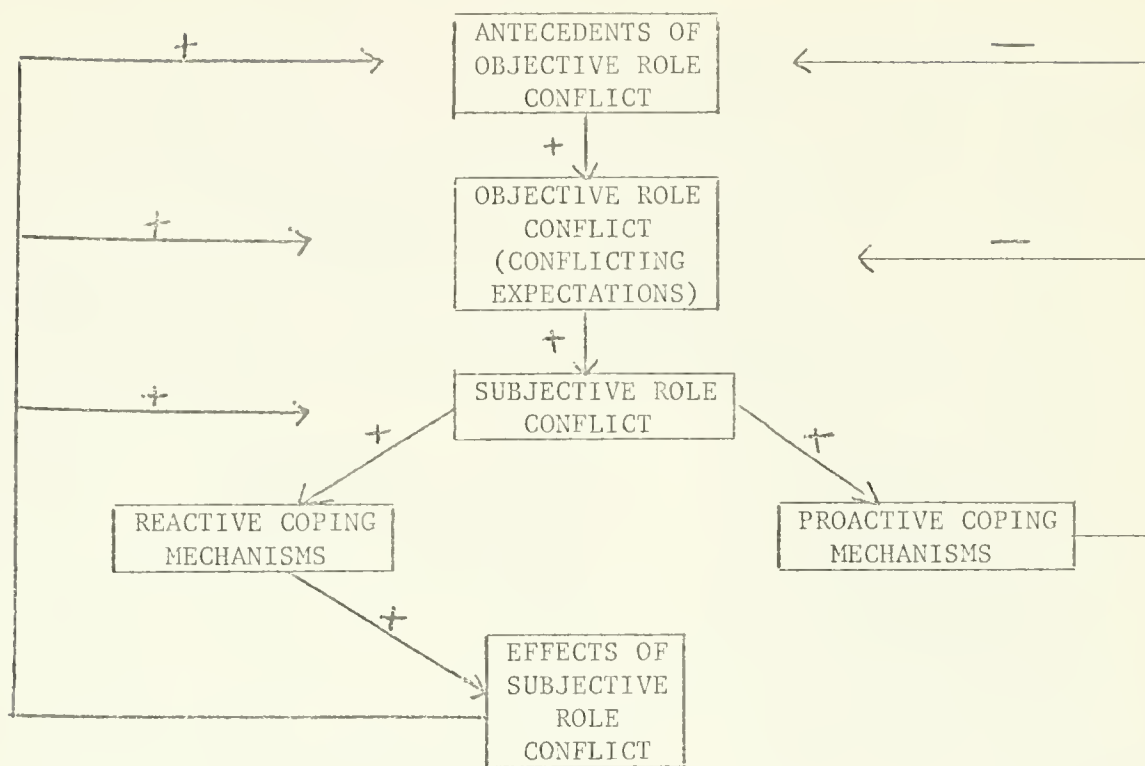
FIGURE 2:  DYNAMICS OF ROLE CONFLICT

FIGURE 3:  SELECTED CASES OF UNION-MANAGEMENT COOPERATION

|  |  | LEVEL OF DISCUSSIONS | | |
|--|--|--|--|--|
|  |  | INDUSTRY | PLANT | WORK GROUP |
| ISSUES | CONTRACT NEGOTIATION | JOINT LABOR-MANAGEMENT COMMITTEE IN THE RETAIL FOOD INDUSTRY | X | X |
|  | CONTRACT ADMINISTRATION | X | UNION-MANAGEMENT TEAM-BUILDING AT THE SPRING-FIELD PLANT | X |
|  | NON-CONTRACT AREAS | X | X | QUALITY OF WORK PROJECT AT CITY HOSPITAL |

TABLE 1: REVIEW OF RESEARCH ON ROLE CONFLICT

1. ANTECEDENTS OF OBJECTIVE ROLE CONFLICT

   A. ENVIRONMENTAL

| | |
|---|---|
| -OCCUPATION | FRENCH & CAPLAN, 1973; KAHN, 1974 |
| -CONTACTS AMONG ORGANIZATIONS | ROGERS & MOLNAR, 1976 |
| -INTEGRATION AMONG ORGANIZATIONS | ROGERS & MOLNAR, 1976 |

   B. ORGANIZATIONAL

| | |
|---|---|
| -DIVERSITY OF ORGANIZATIONAL PRODUCT | ROGERS & MOLNAR, 1976 |
| -ACCOUNTABILITY OF ORGANIZATION | ROGERS & MOLNAR, 1976 |
| -ORGANIC ORGANIZATION | KAHN, ET. AL., 1964; HOUSE & RIZZO, 1972 |
| -PARTICULARISTIC ORGANIZATIONAL NORMS | KAHN, ET. AL., 1964 |
| -CONGRUENCE OF ORGANIZATIONAL CLIMATE, TASK AND STRUCTURE | SHULER, 1977 |

   C. INTERPERSONAL

| | |
|---|---|
| -GENERAL SUPERVISION | KAHN, ET. AL., 1964 |
| -LACK OF EMPHASIS ON PRODUCTION AND STANDARDS | RIZZO, ET. AL., 1970 |
| -LACK OF SUPPORTIVE LEADERSHIP | RIZZO, ET. AL., 1970 |
| -INTERACTION WITH ROLE SENDERS | CHARTERS, 1952 |

   D. TASK

| | |
|---|---|
| -BOUNDARY SPANNING RESPONSIBILITIES | KAHN, ET. AL., 1964; ORGAN, 1971; ORGAN & GREENE, 1972; MILES, 1972; MILES, 1976; MILES & PERAULT, 1976; but, see KELLER & HOLLAND, 1975; KELLER, ET. AL., 1976 for negative results |
| -INNOVATION | KAHN, ET. AL., 1964 |
| -SUPERVISORY RESPONSIBILITY | KAHN, ET. AL., 1964; MILES, 1976 |
| -SCIENTIFIC RESEARCH WORK | MILES, 1976 |

   E. PERSONAL

| | |
|---|---|
| -FLEXIBILITY | KAHN, ET. AL., 1964 |
| -ACCURATE PERCEPTION OF EXPECTATIONS | CHARTERS, 1952 |
| -MOTIVATION TO CONFORM TO EXPECTATIONS | CHARTERS, 1952 |
| -ABSENCE OF PROFESSIONAL ORIENTATION | GRAEN, 1976 |
| -DIVERGENT WORK EXPERIENCE | JACOBSON, ET. AL., 1951 |

TABLE 1:  REVIEW OF RESEARCH ON ROLE CONFLICT (CONT.)


2.  OBJECTIVE ROLE CONFLICT                    KAHN, ET. AL., 1964


3.  MODERATORS OF EFFECTS OF OBJECTIVE ROLE CONFLICT

    A.  INTERPERSONAL

        -TIES TO ROLE SET                      KAHN, ET. AL., 1964
        -DEPENDENCE OF ROLE SET                KAHN, ET. AL., 1964
        -POWER OF ROLE SET                     KAHN, ET. AL., 1964
        -INDIVIDUAL DIFFERENCES                DALTON, 1955
        -NEGOTIATING LATITUDE (LOW)            GRAEN, 1976
        -ROLE READINESS (LOW)                  GRAEN, ORRIS, JOHNSON, 1973

    B.  PERSONAL

        -INTROVERSION                          KAHN, ET. AL., 1964
        -EMOTIONAL SENSITIVITY                 KAHN, ET. AL., 1964
        -ACHIEVEMENT ORIENTATION               KAHN, ET. AL., 1964

4.  SUBJECTIVE ROLE CONFLICT

        -ROLE CONFLICT                         KAHN, ET. AL., 1964
        -PERSON-ROLE                           RIZZO, HOUSE, & LIRTZMAN, 1970
        -INTERSENDER                           RIZZO, ET. AL., 1970
        -INTRASENDER (PERSON-RESOURCES)        RIZZO, ET. AL., 1970
        -OVERLOAD                              RIZZO, ET. AL., 1970

5.  MODERATORS OF CHOICE OF COPING MECHANISMS

        -VALUE ORIENTATIONS                    GROSS, ET. AL., 1958
        -PREDISPOSITION TO UNIVERSALISTIC
         NORMS                                 STOUFFER & TOBY, 1951

6.  COPING MECHANISMS

        -WITHDRAWAL                            KAHN, ET. AL., 1964
        -COMPLIANCE                            KAHN, ET. AL., 1964; GREENE &
                                               ORGAN, 1973
        -GAINING EVIDENCE OF SUCCESSFUL
         ENACTMENT                             DANSEREAU, GRAEN, & HAGE, 1975
        -ACTIVELY SHOWING A DESIRED AREA
         OF LATITUDE                           DANSEREAU, ET. AL., 1975
        -STRUCTURAL ROLE REDEFINITION          HALL, 1972
        -PERSONAL ROLE REDEFINITION            HALL, 1972
        -REACTIVE ROLE BEHAVIOR                HALL, 1972

TABLE 1:  REVIEW OF RESEARCH ON ROLE CONFLICT (CONT.)

7.  MODERATORS OF EFFECTS OF SUBJECTIVE ROLE CONFLICT

    A.  TASK

        -BOUNDARY SPANNING ACTIVITIES      ORGAN & GREENE, 1972

    B.  PERSONAL

        -NEED FOR CLARITY                  LYONS, 1971
        -ROLE READINGS (LOW)               GRAEN, ET. AL., 1973
        -COMPLIANCE WITH ROLE EXPECTATIONS GREEN & ORGAN, 1973
        -PROACTIVE COPING MECHANISMS
         (ABSENCE)                         HALL, 1972

8.  EFFECTS OF SUBJECTIVE ROLE CONFLICT

    A.  ATTITUDES

        -LOW JOB SATISFACTION              KAHN, ET. AL., 1974; RIZZO, ET. AL.,
                                           1970; TOSI, 1971; HALL, 1972; MILES,
                                           1976; MILES & PERAULT, 1976; SHULER,
                                           ET. AL., 1977
        -LOW CONFIDENCE IN ORGANIZATION    KAHN, ET. AL., 1964
        -JOB-RELATED TENSION               KAHN, ET. AL., 1964; RIZZO, ET. AL.,
                                           1970; MILES, 1976; SHULER, ET. AL.,
                                           1977

        -LOW TRUST, RESPECT, LIKING FOR
         ROLE SENDERS                      KAHN, ET. AL., 1964; MILES, 1976
        -MORE PERCEIVED THREAT             TOSI, 1971; HAMNER & TOSI, 1974
        -LESS JOB INVOLVEMENT              SHULER, ET. AL., 1977

    B.  BELIEFS

        -LESS POWER ATTRIBUTED TO OTHERS   KAHN, ET. AL., 1964
        -LOW EXPECTATIONS OF PERFORMANCE
         OR ORGANIZATIONAL REWARDS         SHULER, ET. AL., 1977
        -LESS "ENRICHED" DESCRIPTION OF
         JOBS                              SHULER, ET. AL., 1977
        -LESS INFLUENCE                    HAMNER & TOSI, 1974
        -PERCEIVED ORGANIZATIONAL
         EFFECTIVENESS                     HOUSE & RIZZO, 1972

    C.  BEHAVIOR

        -LESS COMMUNICATION                KAHN, ET. AL., 1964
        -POORER PERFORMANCE                GETZELS & GUBA, 1954; BIBLE &
                                           MCCOMAS, 1963; TAVES, CORWIN, &
                                           HAAS, 1963; KRAUT, 1965; SHULER,
                                           ET. AL., 1977
        -TERMINATION OR RELATED INTENTIONS SHULER, ET. AL., 1977
        -DIFFICULTY IN MAKING DECISIONS    SLEMAN, ET. AL., 1977
        -CORONARY DISEASE                  SALES, 1969

TABLE 2:  RELATIONSHIP BETWEEN CHOICE OF COPING STRATEGY AND REDUCTION
IN ROLE CONFLICT

| CHOICE OF STRATEGY | REDUCTION IN ROLE CONFLICT | |
| --- | --- | --- |
| | YES | NO |
| PROACTIVE | 34 | 6 |
| REACTIVE | 9 | 40 |

$z^2 = 39.15$, a $<$ .001

TABLE 3: RELATIONSHIP BETWEEN CHOICE OF COPING STRATEGY AND SUBSEQUENT
INCREASE IN COOPERATIVE PROBLEM SOLVING BY ROLE OCCUPANT

| CHOICE OF COPING STRATEGY | INCREASE IN COOPERATIVE PROBLEM SOLVING BY ROLE OCCUPANT | |
| --- | --- | --- |
| | YES | NO |
| PROACTIVE | 27 | 11 |
| REACTIVE | 14 | 35 |

$Z^2 = 15.50$, a $<$ .001

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