

Rahim Organizational Conflict Inventory-II (Rahim, 1983)

Concept Measured:

Conflict management style (integrating, avoiding, dominating, obliging, and compromising)

Brief Description:

The *Rahim Organizational Conflict Inventory-II* (ROCI-II) is a 28 item questionnaire measuring conflict management styles. It is designed to measure five independent dimensions of the styles of handling interpersonal conflict: Integrating (IN), Obliging (OB), Dominating (DO), Avoiding (AV), and Compromising (CO). The instrument contains Forms A, B, and C to measure how an organizational member handles her (his) conflict with her (his) supervisor, subordinates, and peers, respectively. The five styles of handling conflict are measured by 7, 6, 5, 6, and 4 statements, respectively, selected on the basis of repeated factor and item analyses. An organizational member responds to each statement on a 5-point Likert scale. A higher score represents greater use of a conflict style.

1. Integrating (IN)-involves high concern for self as well as the other party involved in the conflict. Concerned with collaboration between parties to reach a solution. (7 items)
2. Obliging (OB)-low concern for self and high concern for the other party involved in the conflict. Attempts to play down the differences and emphasize the commonalities to satisfy the concerns of the other party. (6 items)
3. Dominating (DO)-high concern for self and low concern for the other party. It is a win-lose orientation and forces behavior to win one's position. (5 items)
4. Avoiding (AV)-low concern for self as well as the other party. Associated with withdrawal, passing-the-buck, sidestepping, or "see no evil, hear no evil, speak no evil." (6 items)
5. Compromising (CO)- (4 items)

Brief summary of instructions:

The five styles of handling conflict are measured by 7, 6, 5, 6, and 4 statements, respectively, selected on the basis of repeated factor and item analyses. An organizational member responds to each statement on a 5-point Likert scale. A higher score represents greater use of a conflict style. The ROCI-II is brief which can be administered in 8 minutes, yet the subscales have adequate reliability and validity.

The ROCI-II is self-administering. The directions for filling them out are given on the questionnaire.

1. *There is no time limit.* The respondents typically require 8 minutes to complete the ROCI-II. Although respondents should not be stopped before finishing, they should be advised not to spend too much time on any items.
2. *The test must be taken individually.* If the respondents are allowed to take an instrument home, they should be instructed not to fill it out in collaboration with others.

3 *The examiner may assure the respondents that the ROCI-II is not tests of intelligence or behavioral skills.* The subjects must be assured that the anonymity of the tests will be maintained and only summarized data will be made public.

Length of Administration: Approximately 8 minutes.

Population appropriate: Any member of the organization. The instrument contains Forms A, B, and C to measure how an organizational member handles her (his) conflict with her (his) supervisor, subordinates, and peers, respectively.

Available from:

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1574 Mallory court
Bowling Green, KY 42103
Phone and Fax: 270-782-2601
Email: mgt2000@aol.com

Instruction guide available: Yes

Cost: for Institutional Pricing: Range: 300 copies \$170 to 3000 copies \$990

Psychometrics: The subscales have adequate reliability and validity. Full description of all psychometrics available in:

Rahim, A. & Magner, N. (1995). Confirmatory factor analysis of the styles of handling interpersonal conflict: first-order factor model and its invariance across groups. *Journal of Applied Psychology*, 80(1), 122-132.

Weider-Hatfield, D. (1988) Assessing the Rahim Organizational Conflict Inventory-II (ROCI-II). *Management Communication Quarterly*, 1(3), 351

References:

Valentine, PE. (1995). Management of conflict: do nurses/women handle it differently?. *Journal of advanced nursing*, 22(1), 142-9.

Friedman, RA. (2000). What goes around comes around: the impact of personal conflict style on work conflict and stress. *The International journal of conflict management*, 11(1), 32-.