

APPENDIX C

SURVEY ON NEGOTIATION STYLES AND OUTCOMES
(INDONESIAN AND MALAYSIAN SURVEY)

1 Questionnaire

1.1 Questions for Negotiation Styles

Part 1 Consider a recent negotiation to settle construction dispute on design decision, evaluate the degree of agreeableness of the statements in relation to the negotiating behavior taken by you

		Strongly disagree	←	1	2	3	4	5	Strongly agree	→
Q1.1	I try to investigate an issue with the other to find a solution that will be acceptable to everyone involved			1	2	3	4	5		
Q1.2	I generally try to satisfy the needs of the other			1	2	3	4	5		
Q1.3	I attempt to avoid being "put on the spot" and try to keep my conflict with the other to myself			1	2	3	4	5		
Q1.4	I try to integrate my ideas with the other to come up with a decision jointly			1	2	3	4	5		
Q1.5	I try to work with the other to find solutions to a problem which satisfy our expectation			1	2	3	4	5		
Q1.6	I usually avoid open discussion of my differences with the other			1	2	3	4	5		
Q1.7	I try to find a middle course to resolve an impasse			1	2	3	4	5		
Q1.8	I use my influence to get my ideas accepted			1	2	3	4	5		
Q1.9	I use my authority to make a decision in my favor			1	2	3	4	5		
Q1.10	I usually try to accommodate the wishes of the other			1	2	3	4	5		
Q1.11	I give in to the wishes of the other			1	2	3	4	5		
Q1.12	I exchange accurate information with the other so that we can solve the problem together			1	2	3	4	5		
Q1.13	I usually allow concessions to the other			1	2	3	4	5		
Q1.14	I usually propose a middle ground to break deadlocks			1	2	3	4	5		
Q1.15	I negotiate with the other so that a compromise can be reached			1	2	3	4	5		
Q1.16	I try to stay away from disagreement with the other			1	2	3	4	5		
Q1.17	I avoid an encounter with the other			1	2	3	4	5		
Q1.18	I use my expertise to make a decision in my favor			1	2	3	4	5		
Q1.19	I often go along with the suggestion of the other			1	2	3	4	5		
Q1.20	I use 'give and take' so that a compromise can be reached			1	2	3	4	5		
Q1.21	I am generally firm in pursuing my side of the issue			1	2	3	4	5		
Q1.22	I try to bring all concerns out in the open so that the issues can be resolved in the best possible way			1	2	3	4	5		
Q1.23	I collaborate with the other to come up with decisions acceptable to us			1	2	3	4	5		
Q1.24	I try to satisfy the expectations of the other			1	2	3	4	5		
Q1.25	I sometimes use my power to win a competitive situation			1	2	3	4	5		

Q1.26	I try to keep my disagreements with the other to myself to avoid hard feelings	1	2	3	4	5
Q1.27	I try to avoid unpleasant exchanges with the other	1	2	3	4	5
Q1.28	I try to work with the other for a proper understanding of a problem	1	2	3	4	5

1.2 Questions for Negotiation Outcomes

Part 2 With reference to the same negotiation in Part 1. Please indicate the degree of agreement to each of the statements in describing the negotiation outcome

		Strongly disagree ←————→ Strongly agree				
Q2.1	The solution found satisfied the goals and needs of both parties	1	2	3	4	5
Q2.2	Optimal and creative solution to problem was found	1	2	3	4	5
Q2.3	There were further disagreements or escalations in conflict	1	2	3	4	5
Q2.4	Stalemate was aroused	1	2	3	4	5
Q2.5	The issue was postponed until a better time	1	2	3	4	5
Q2.6	I withdrew from a threatening situation	1	2	3	4	5
Q2.7	There was lack of basic information needed to construct solutions to the conflicts	1	2	3	4	5
Q2.8	The dispute was difficult to resolve	1	2	3	4	5
Q2.9	Some of each party's needs were satisfied, but not all of them	1	2	3	4	5
Q2.10	Relationship between the parties was kept in tact for future interactions	1	2	3	4	5
Q2.11	Less conflict-laden environment was produced	1	2	3	4	5
Q2.12	More behavioral compliance with both parties was achieved	1	2	3	4	5
Q2.13	I ignored the needs and expectations of the other party	1	2	3	4	5
Q2.14	Solution development was likely to be sub-optimal, resulting in wasted resources	1	2	3	4	5
Q2.15	Task conflict was turned into relationship conflict	1	2	3	4	5
Q2.16	The levels of conflict were reduced	1	2	3	4	5
Q2.17	The agreement was difficult to reach	1	2	3	4	5
Q2.18	A higher level of ongoing conflict was experienced	1	2	3	4	5
Q2.19	More task conflict was experienced	1	2	3	4	5
Q2.20	Less future disputes were likely made	1	2	3	4	5
Q2.21	The negotiation process was a one-side decision-making process	1	2	3	4	5

2 Data of Negotiation Style

2.1 Indonesian Data: Private Developer

(1) Facility Manager

	Collaborating								Accommodating					Competing				Compromising							Avoiding			μ								
	23	22	12	5	1	28	24	10	2	11	19	13	3	9	8	25	21	18	7	14	15	4	20	27	16	17	26		6	μ						
1	3	3	4	3	4	2	3	3	3	4	3	3	3	3	14	5	4	5	5	3	4	4	3	3	2	3	4	3	2	2.67	3	4	3	2	3	
2	3	3	3	4	3	3	2	3	3	2	3	3	3	3	71	4	3	5	3	4	3	4	4	3	3	3	2	2	3	3.5	2	2	3	3	2.5	
3	4	4	4	3	3	4	4	4	3	3	4	4	4	4	71	5	4	5	5	5	5	5	2	3	2	2	3	2	3	2.5	3	2	3	2	2.5	
4	4	3	3	2	4	3	3	3	3	3	3	3	3	3	3	5	5	5	4	5	4	4	3	3	4	4	4	3	3.5	3	3	3	3	3		
5	4	4	4	4	2	2	2	2	3	3	3	3	3	3	57	4	5	4	5	4	4	4	4	5	4	4	3	4	4	4	4	2	4	4	3	3.25
6	3	3	4	5	3	4	5	4	5	5	3	3	3	3	14	4	2	3	3	2	2	2	3	3	2	2	2	2	2.83	3	2	2	2	2	2.25	
7	3	2	2	3	3	3	4	5	4	5	5	4	4	4	57	3	3	4	5	5	4	3	4	3	4	4	4	3	3.67	3	4	3	3	3	3.25	
8	3	3	4	4	4	4	3	4	3	3	3	3	4	4	29	4	4	4	3	3	3	3	4	4	4	4	4	4	3.5	4	4	4	4	4	4	4
9	2	2	3	3	3	3	2	3	2	2	3	3	3	3	57	3	2	4	3	3	3	4	4	4	5	5	5	2	4.5	2	3	3	3	3	3	2.75
10	5	4	5	5	4	4	2	3	2	4	3	3	3	3	71	4	4	5	5	3	3	2	3	3	3	3	2	2	2.83	2	2	2	2	2	2	2
11	3	2	2	3	4	4	3	3	3	3	3	3	3	3	3	2	4	3	3	5	3	4	3	4	5	3	2	3.5	4	4	3	3	3	3	3.5	
12	4	5	5	4	4	3	3	3	4	5	4	4	4	4	71	3	3	2	3	2	2	3	3	3	4	5	3	3	3.67	4	2	2	2	2	2	2.5
13	3	2	3	3	3	2	2	67	4	5	4	4	3	5	14	3	3	3	4	3	3	2	2	2	3	2	2	2.67	5	4	5	5	5	5	4.75	
14	4	4	4	3	3	4	2	67	2	2	3	2	3	3	43	4	3	4	2	2	2	3	1	3	1	2	2	2	3	2	3	2	3	2	2.5	
15	5	4	5	5	4	4	3	67	3	3	2	3	3	3	86	2	3	2	2	2	2	2	3	4	4	3	3	3	4.67	3	3	3	4	3	3	3.25
16	3	3	2	2	2	2	3	33	3	3	2	2	2	2	43	3	4	3	4	3	3	3	4	4	4	4	3	3.5	4	5	5	5	5	5	4.75	
17	3	2	2	2	3	3	3	2.5	3	4	4	2	2	3	3	3	3	3	3	3	3	4	3	3	3	3	3	3.33	4	5	4	4	4	4	4.25	
18	2	2	3	3	3	3	3	2.67	3	2	2	3	3	3	71	3	2	3	3	2	2	2	3	3	3	3	3	2.5	4	3	3	3	3	3	3.25	
19	4	4	3	3	3	4	3	3.5	3	2	3	4	4	3	14	2	3	2	2	2	2	3	3	3	2	2	2	2.67	2	4	3	3	3	3	3	
20	5	5	4	5	5	5	4	83	2	2	3	4	3	3	86	3	3	3	3	4	3	4	4	4	4	4	3	3.83	3	3	3	3	3	3	3	
21	3	3	3	3	3	2	4	83	4	4	5	4	4	5	29	3	2	2	2	2	2	2	2	2	2	2	2	3.5	2	3	3	3	3	3	2.75	
22	4	4	4	3	3	4	5	67	4	5	5	4	4	4	43	2	1	2	1	1	1	1	1	1	1	1	1.4	3	3	2	4	4	4	2.25		
23	4	4	5	4	3	3	3	83	5	4	4	5	5	5	57	3	3	2	2	3	3	3	3	3	3	3	3	3	3	2	3	4	2	2	2.75	
24	4	3	4	4	3	4	4	67	4	4	4	5	4	4	14	3	4	2	2	2	2	2	2	2	2	2	2	3.67	2	2	3	2	3	2	2.25	
25	3	3	2	4	4	3	3	17	5	5	4	5	5	5	86	3	3	2	1	2	2	2	2	2	2	2	2	2.2	2	4	3	3	3	3	2.5	

59	2	3	3	3	2	2.67	4	5	5	5	4	5	4.71	3	3	3	2	2	2.6	4	3	4	4	4	4	3.83	3	4	2	2	2.75	
60	3	2	3	4	3	3.17	5	5	5	4	4	5	4.71	2	2	2	4	3	2.6	3	3	3	2	4	4	3.17	2	2	2	2	2	
61	2	1	1	3	2	1.67	3	4	3	5	3	2	3.57	2	2	3	2	2	2.2	4	3	4	4	2	2	3.17	2	1	1	1	1.25	
62	3	2	3	3	2	2.67	4	3	3	3	5	4	3.71	3	2	3	2	2	2.4	4	2	2	2	2	5	2.83	4	2	2	3	2.75	
63	3	2	3	3	2	2.5	5	2	4	4	5	2	3.43	2	1	1	3	3	2	3.17	3	4	4	2	2	3.17	3	1	1	2	1.75	
64	2	2	2	2	3	2.33	4	4	4	5	4	4	4	2	2	2	3	1	2	3.17	2	2	3	3	3	3.17	2	2	3	2	2.25	
65	3	3	3	2	2	2.5	4	3	3	5	5	5	4.29	3	4	2	2	2	2.6	5	3	3	3	2	4	3.33	3	2	2	2	2.25	
66	2	2	3	2	2	2.17	5	4	4	2	5	5	4.14	2	3	2	2	2	2.2	3	4	4	4	4	3	3.67	2	3	2	2	2.25	
67	4	3	3	3	2	3	4	4	5	5	4	5	4.57	2	3	3	2	2	2.4	3	3	4	4	3	3	3.33	2	1	1	2	1.5	
68	2	2	4	4	3	2.83	3	4	3	5	5	5	4.14	3	2	2	3	2	2.4	2	4	4	3	3	3	3.17	2	3	2	2	2.25	
	Collaborating																															
μ	3.3	3.1	3.3	3.2	3.1	3.1	3.8	3.8	3.8	3.9	4	3.8	3.9	2.6	2.5	2.6	2.6	2.4	3.1	3.2	3.2	3.2	3	3	3	2.6	2.5	2.5	2.4	2.4		
	3.18627451																															
SD	0.9	0.9	0.9	0.9	0.8	0.9	0.9	0.9	1	1	0.9	0.9	1	0.9	1	1.1	1.1	0.9	0.9	0.7	0.7	0.9	0.9	0.8	0.9	0.8	0.8	1	0.9	0.8	0.8	
	0.869696122																															
	Accommodating																															
μ	3.8	3.8	3.8	3.9	4	3.8	3.9	3.859243697	2.6	2.5	2.6	2.6	2.4	2.552941176	0.9	1	1.1	1.1	0.9	0.7	0.7	0.9	0.9	0.8	0.9	0.8	0.8	1	0.9	0.8	0.8	
	3.132352941																															
	0.812756013																															
	Competing																															
μ	2.6	2.5	2.6	2.6	2.4	2.6	2.5	2.6	2.6	2.6	2.4	2.4	2.6	2.552941176	0.9	1	1.1	1.1	0.9	0.7	0.7	0.9	0.9	0.8	0.9	0.8	0.8	1	0.9	0.8	0.8	
	2.552941176																															
	0.977696798																															
	Compromising																															
μ	3.1	3.2	3.2	3.2	3	3	3.1	3.2	3.2	3.2	3	3	3.1	3.2	3.2	3.2	3	3	3.1	3.2	3.2	3.2	3	3	3	3.17	2.6	2.5	2.5	2.4	2.4	
	3.132352941																															
	0.812756013																															
	Avoiding																															
μ	2.6	2.5	2.5	2.5	2.4	2.6	2.5	2.6	2.6	2.6	2.4	2.4	2.6	2.552941176	0.9	1	1.1	1.1	0.9	0.7	0.7	0.9	0.9	0.8	0.9	0.8	0.8	1	0.9	0.8	0.8	
	2.5																															
	0.867621765																															

(2) Project Manager

	Collaborating								μ	Accommodating								μ	Competing								μ	Compromising								μ	Avoiding								μ
	23	22	12	5	1	28	24	10		2	11	19	13	3	9	8	25		21	18	7	14	15	4	20	27		16	17	26	6														
69	5	4	4	4	5	5	4.5	2	3	3	3	2	2	2.57	3	4	4	3	3	3.4	4	5	3	2	4	3.83	2	3	1	1	1.75														
70	4	4	5	5	5	4	4.5	3	2	3	2	3	2	2.43	4	4	3	3	4	3.6	5	4	4	5	4	4.33	2	1	1	2	1.5														
71	5	4	4	5	5	5	4.67	2	3	3	2	2	3	2.43	3	4	3	2	3	3	3	3	5	5	4	4	3	2	2	2	2.25														
72	5	4	5	4	5	4	4.5	2	3	3	3	2	2	2.43	4	3	4	3	4	3.6	4	5	3	3	4	3.83	3	1	2	2	2														
73	5	4	4	5	5	5	4.67	3	3	3	2	2	2	2.43	3	2	2	3	3	2.6	4	3	3	5	4	3.83	2	3	2	2	2.25														
74	4	5	5	5	5	3	4.5	2	3	2	2	2	3	2.29	3	4	4	3	3	3.4	4	5	5	4	4	4	2	3	2	3	2.5														
75	4	4	3	5	5	5	4.33	2	2	3	3	2	2	2.29	3	2	2	2	3	2.4	4	3	3	4	4	4	3	2	2	2	2.25														
76	5	5	3	3	5	5	4.33	2	3	3	2	2	3	2.43	4	2	2	3	3	2.8	3	3	4	4	3	4	3.5	2	2	3	2	2.25													
77	4	4	5	5	4	5	4.5	3	2	3	3	2	2	2.43	3	2	2	3	2	2.4	4	3	3	4	5	4	3.83	3	3	2	2	2.5													
78	4	5	5	3	5	5	4.5	2	2	3	2	2	3	2.29	3	2	2	3	3	2.6	5	3	3	4	4	4	3.83	2	3	2	2	2.25													
79	5	4	5	5	4	4	4.5	3	3	2	2	3	2	2.43	4	3	3	4	4	3.6	4	3	3	3	4	4	3.5	2	2	2	2	2													

80	3	3	5	5	5	5	4.33	3	2	2	3	3	2	2	2.43	3	4	4	3	3	3	3.4	4	3	4	4	4	3	3.67	2	3	2	2	2.25
81	3	5	3	5	4	5	4.17	2	2	4	2	2	2	3	2.43	3	3	2	2	3	2.6	5	5	4	4	4	3	4.17	2	2	3	2	2.25	
82	4	3	3	5	4	5	4	2	3	3	2	3	3	2	2.57	2	2	2	4	4	2.8	3	3	4	3	4	5	3.67	3	3	2	2	2.5	
83	4	4	5	5	3	5	4.33	3	4	2	2	3	2	2	2.57	3	3	3	3	3	3	3	4	5	5	4	4	4.5	2	3	3	2	2.5	
84	5	4	4	5	5	5	4.67	2	3	3	3	2	2	4	2.71	4	3	2	2	2	2.6	3	3	4	4	3	4	3.5	4	3	2	2	2.75	
85	5	5	4	5	4	4	4.5	2	3	2	2	3	3	3	2.57	3	4	4	4	3	3.6	4	3	3	4	2	5	3.5	2	3	4	2	2.75	
86	3	5	5	3	3	5	4	3	2	4	3	3	2	2	2.71	4	3	2	2	4	3	3	4	3	4	3	4	3.5	3	2	2	3	2.5	
87	5	4	4	5	5	4	4.5	2	3	2	3	3	2	2	2.43	4	2	2	4	4	3.2	4	5	5	3	4	4	4.17	2	3	3	2	2.5	
88	3	3	4	5	4	4	3.83	2	3	3	3	2	2	2	2.43	2	2	2	3	3	2.4	3	3	3	4	3	4	3.33	2	2	2	3	2.25	
89	3	5	5	4	4	5	4.33	3	3	2	2	3	2	2	2.43	3	4	2	2	3	2.8	4	3	3	3	4	4	3.5	2	3	2	2	2.25	
90	5	3	3	5	5	5	4.33	2	4	4	2	2	2	2	2.57	3	2	2	2	3	2.4	3	3	4	4	3	3	3.33	3	2	2	2	2.25	
91	5	3	3	4	5	4	4	2	3	3	2	2	2	2	2.43	2	2	3	3	2	2.4	4	3	3	4	4	4	3.5	2	4	2	2	2.5	
92	4	4	4	5	5	4	4.33	2	4	3	3	2	2	2	2.57	3	4	4	3	3	3.4	4	5	5	3	3	3	3.83	2	3	3	2	2.5	
93	2	3	3	4	4	4	3.33	2	3	2	3	2	2	2	2.29	2	2	2	4	3	2.6	3	3	3	5	2	2	3	2	2	3	2	2.25	
94	5	4	4	4	4	4	4.17	2	3	3	3	3	2	2	2.71	4	4	4	5	3	4	3	4	4	3	4	4	3.5	3	2	2	2	2.25	
95	5	4	5	3	3	5	4.17	3	2	4	4	4	2	2	3	3	4	2	2	3	2.8	5	5	2	2	4	4	3.67	2	2	3	3	2.5	
96	4	5	5	5	4	4	4.67	2	3	3	3	2	2	2	2.43	3	2	2	2	3	2.4	4	3	3	3	4	4	3.5	2	1	2	1	1.5	
97	5	4	4	4	5	5	4.5	2	3	3	2	3	3	2	2.57	3	4	2	2	3	2.8	2	2	5	3	4	4	3.33	2	1	1	2	1.5	
98	3	2	4	3	3	4	3.17	2	2	2	2	2	2	2	2	2	2	2	3	3	2.4	4	3	3	3	4	4	3.33	1	1	1	2	1.25	
99	5	4	4	5	5	5	4.67	2	3	2	2	2	2	3	2.43	3	2	2	3	2	2.4	5	3	3	4	2	2	3.17	2	1	1	1	1.25	
100	4	4	4	4	5	5	4.33	3	3	2	2	2	2	2	2.29	3	3	4	2	3	3	3	3	4	4	4	2	3.33	2	3	2	2	2.25	
101	5	3	3	5	4	5	4.17	4	2	2	3	3	2	2	2.57	3	4	4	2	3	3.2	3	3	4	5	5	4	4	2	2	1	2	1.75	
102	3	5	5	4	5	5	4.5	3	3	2	2	2	3	2	2.43	3	4	3	4	2	3.2	3	4	4	4	3	4	3.67	2	2	1	1	1.5	
103	3	5	4	4	5	5	4.33	2	3	3	2	2	2	4	2.57	3	3	3	3	3	3	3	4	3	3	4	4	3.5	2	2	3	3	2.5	
104	5	4	5	5	4	4	4.5	4	2	2	2	5	2	4	3	2	2	2	3	3	2.4	4	3	3	3	3	3	3.17	2	2	3	2	2.25	
105	5	4	5	5	3	3	4.17	2	5	5	2	2	3	3	3.14	2	3	2	2	3	2.4	3	3	3	4	4	2	3.17	2	3	2	2	2.25	
106	3	5	3	3	5	5	4	2	3	2	3	2	2	3	2.43	2	2	2	3	3	2.4	3	3	3	4	4	4	3.5	3	3	2	2	2.5	
107	4	5	4	4	4	5	4.33	4	3	3	2	2	2	3	2.71	2	2	4	4	3	3	5	5	3	3	4	4	4	2	3	2	3	2.5	
108	4	4	4	5	5	4	4.33	2	3	2	4	4	2	2	2.71	3	4	4	3	3	3.4	4	5	2	2	4	3	3.33	3	2	3	2	2.5	
109	5	4	5	5	4	4	4.5	2	3	3	3	2	2	3	2.57	4	3	3	4	4	3.6	5	4	4	3	3	3	3.67	2	3	2	2	2.25	
110	5	5	5	3	3	3	4	2	2	3	3	3	2	2	2.43	3	4	4	3	3	3.4	4	3	3	4	4	3	3.5	2	2	3	2	2.25	
111	5	3	3	5	5	5	4.33	3	3	3	2	2	2	3	2.57	3	3	4	4	2	3.2	4	3	4	3	3	4	3.5	2	3	2	2	2.25	
112	4	5	5	5	4	4	4.5	2	4	2	2	2	3	3	2.57	3	2	4	4	3	3.2	3	3	3	4	4	4	3.5	2	2	4	4	3	

113	4	5	5	4	4	5	4.5	2	4	2	4	2	3	2	2.71	2	3	3	2	2	2.4	4	3	3	2	4	4	3.33	4	2	2	2	2.5	
114	5	4	4	4	5	5	4.5	4	4	2	3	3	2	3	3	3	4	4	3	3	3.4	4	3	3	3	4	4	3.5	2	2	3	3	2.5	
115	5	3	3	4	5	5	4.17	2	3	3	2	2	3	3	2.57	3	3	2	4	4	3.2	4	3	3	3	4	4	3.5	2	3	2	2	2.25	
116	5	5	4	3	5	4	4.33	3	3	2	3	2	2	2	2.43	4	4	3	2	2	3	3	3	4	4	2	3	3.17	3	2	2	2	2.25	
117	3	3	5	5	4	4	4.17	3	2	2	2	3	3	3	2.57	3	3	3	2	2	2.6	3	4	4	4	3	3	3.5	2	2	2	3	2.25	
118	3	5	5	3	5	4	4.17	3	2	2	3	3	2	3	2.57	3	3	4	2	2	2.8	3	2	4	3	4	3.33	2	4	2	2	2	2.5	
119	4	4	4	5	5	4	4.33	3	2	2	4	4	2	3	2.86	3	2	2	3	3	2.6	4	5	5	4	3	4	4	2	2	3	3	2.5	
120	4	5	5	3	5	3	4.17	3	2	2	3	3	2	2	2.43	4	3	2	2	3	2.8	3	3	4	4	5	4	3.83	2	3	2	2	2.25	
121	4	5	5	4	4	4	4.5	4	3	3	2	2	2	2	2.57	4	3	4	3	3	3.4	4	5	5	4	3	4	4.17	2	3	2	2	2.25	
122	5	5	4	5	5	4	4.67	4	2	2	2	2	3	2	2.43	3	2	2	3	4	2.8	4	3	4	3	4	3	3.5	2	2	3	2	2.25	
123	5	3	3	5	3	5	4	2	3	3	2	2	3	3	2.57	3	3	3	3	3	3	3	3	4	3	3	3.33	2	2	3	3	2	2.5	
124	5	3	5	3	3	5	4	3	2	2	3	2	2	3	2.43	3	2	2	3	3	2.6	4	3	3	4	3	3	3.33	2	3	3	2	2.5	
125	3	5	5	3	3	5	4	3	2	2	2	3	3	3	2.57	3	3	2	2	3	2.6	3	3	4	3	2	3	3	2	3	3	2	2.75	
126	5	3	3	5	5	3	4	3	2	2	3	3	2	2	2.43	3	3	2	2	2	2.4	3	3	4	4	4	3	3.5	2	3	3	3	2.75	
127	5	3	3	4	4	5	4	2	4	4	2	4	2	2	2.86	4	3	3	3	3	3.2	4	5	5	4	5	3	4.33	2	2	3	2	2.25	
128	3	5	4	5	3	5	4.17	3	2	2	4	4	2	3	2.86	3	3	3	3	3	3	4	4	4	4	4	4	4	2	2	2	2	2	2
129	5	4	4	3	5	4	4.17	3	2	3	3	3	2	3	2.71	3	2	2	3	4	2.8	3	5	5	3	3	2	3.5	2	3	2	2	2.25	
130	5	3	4	4	5	4	4.17	2	3	3	2	2	3	3	2.57	3	4	4	3	4	3.6	4	3	3	4	3	2	3.17	2	3	3	2	2.5	
131	3	5	5	5	3	4	4.17	3	3	2	2	2	3	2	2.43	3	4	3	3	2	3	3	4	3	3	2	3	3.17	2	2	2	3	2.25	
132	4	4	5	5	3	3	4	2	3	3	2	2	3	4	2.71	4	3	3	3	2	3	3	4	4	3	2	3.33	2	3	2	2	2	2.25	
133	5	5	5	4	4	3	4.33	2	3	3	2	3	3	4	2.86	3	2	2	2	2	2.2	4	5	3	3	4	4	3.83	2	2	2	3	2.25	
134	5	4	5	4	4	3	4.17	2	4	2	2	2	2	2	2.29	3	2	2	3	3	2.6	4	2	2	2	4	2	2.67	2	2	2	3	2.25	
135	5	4	4	5	5	4	4.5	4	2	4	2	4	2	2	2.86	4	3	3	4	3	3.4	3	3	3	4	4	3	3.33	2	3	2	3	2.5	
136	3	3	5	5	3	3	3.67	2	3	2	2	3	2	4	2.57	3	3	3	3	2	2.8	4	3	3	4	3	2	3.17	2	3	2	2	2.25	
137	3	5	5	5	3	2	3.83	2	3	3	2	2	3	2	2.43	3	3	3	2	2	2.6	3	3	4	4	3	3	3.33	3	2	2	2	2.25	
138	5	4	4	5	5	5	4.67	2	2	2	3	3	2	4	2.57	3	4	3	4	2	3.2	4	5	5	4	5	2	4.17	2	2	1	1	1.5	
139	5	5	5	3	3	3	4	3	3	2	2	2	3	4	2.71	3	3	2	2	2	2.4	4	3	3	4	3	2	3.17	3	2	2	2	2.25	
140	5	3	5	5	3	3	4	2	3	3	2	2	3	4	2.71	2	3	3	4	3	3	3	3	4	4	3	2	3.17	2	2	3	3	2.5	
141	4	4	5	5	4	5	4.5	2	3	3	2	2	3	3	2.57	2	2	3	3	2	2.4	2	3	4	4	3	3	3.17	2	2	3	2	2.25	
142	4	5	5	5	3	4	4.33	3	2	2	2	3	3	3	2.57	3	3	2	2	2	2.4	2	4	4	4	2	2	3	3	2	2	1	2	2
143	5	4	4	5	4	4	4.33	2	4	4	2	2	4	3	3	3	3	2	3	2	2.6	3	4	4	3	3	3	3.33	2	3	2	2	2	2.25
144	5	3	3	5	3	4	3.83	2	3	3	2	2	2	3	2.43	4	3	2	2	4	3	4	3	3	4	4	3	3.5	2	3	2	2	2.25	
145	5	5	4	4	5	4	4.5	2	4	2	2	2	2	3	2.43	3	3	2	3	4	3	4	2	2	4	2	3	2.83	2	2	2	2	3	2.25

146	5	4	4	5	5	5	4.67	3	3	2	2	2	3	2	2.43	3	3	2	2	3	2.6	3	2	4	4	3	4	3.33	2	3	2	2	2.25
147	5	4	5	5	4	4	4.5	2	4	3	3	2	2	2	2.57	3	3	2	2	2	2.4	4	4	2	3	4	3	3.33	2	3	2	2	2.25
148	4	5	5	5	4	4	4.5	2	4	2	3	2	2	3	2.57	3	2	2	3	2	2.4	4	2	4	2	3	3	3.17	2	2	2	3	2.25
149	4	5	5	4	4	5	4.5	2	2	3	3	3	2	2	2.43	3	2	3	4	3	3	4	2	4	4	4	3.33	2	3	2	3	2.5	
150	5	5	3	5	5	4	4.5	3	2	2	2	2	3	2	2.29	2	3	2	3	3	2.6	3	3	4	4	4	3.67	2	3	3	3	2.75	
151	5	4	5	5	5	3	4.5	2	3	2	2	2	3	4	2.57	3	2	3	3	3	2.8	4	4	2	4	3	3.5	2	2	3	2	2.25	
152	5	4	4	5	5	3	4.33	2	3	2	3	2	2	4	2.57	3	2	2	3	3	2.6	4	2	4	2	4	3.33	2	3	2	2	2.25	
153	4	5	4	4	5	5	4.5	2	2	2	3	3	2	2	2.29	2	3	3	2	3	2.6	3	4	3	4	3	3.5	2	2	3	1	2	
154	5	4	5	5	4	3	4.33	3	3	2	2	2	3	2	2.43	3	3	2	3	2	2.6	4	3	4	3	4	3.5	2	3	2	1	2	
155	5	5	4	4	5	4	4.5	2	2	3	2	3	2	3	2.43	3	2	3	3	4	3	4	3	4	2	3.5	3	2	2	3	2.5		
156	3	5	5	5	3	4	4.17	3	2	2	3	3	2	3	2.57	2	3	3	4	2	2.8	4	2	4	2	4	3.33	2	2	3	2	2.25	
157	5	4	4	4	5	5	4.5	2	3	3	3	2	2	3	2.57	3	4	3	3	2	3	2	4	4	3	4	3.5	2	3	2	2	2.25	
158	5	5	5	5	5	5	5	2	4	2	2	2	3	2	2.43	3	3	4	3	4	3.4	4	3	4	3	4	3.33	3	2	2	2	2.25	
159	4	5	5	5	4	3	4.33	3	2	2	4	3	2	4	2.86	2	3	2	4	4	3	4	3	4	3	3.5	3	2	2	3	2.5		
160	4	5	5	5	5	3	4.5	3	2	2	2	3	4	4	2.57	3	2	2	3	3	2.6	4	4	3	3	2	3.33	2	1	2	2	1.75	
161	5	4	4	4	5	4	4.33	2	4	2	2	2	2	3	2.43	2	2	3	3	3	2.6	4	4	3	4	3	3.67	3	2	2	2	2.25	
162	4	4	5	5	4	5	4.5	2	2	3	4	2	2	3	2.57	2	3	3	3	4	3	4	3	4	4	3.67	2	2	1	3	2	1.75	
163	5	5	5	5	5	5	5	3	3	2	2	2	3	4	2.71	2	3	4	3	4	3.2	3	4	3	4	3	3.5	2	1	2	2	2	1.75
164	5	5	3	5	5	4	4.5	3	2	2	2	3	2	2	2.29	3	3	3	3	3	3	3	4	3	4	3.5	3	1	2	2	2	2	2
165	3	4	5	4	5	4	4.17	2	2	3	4	2	3	2	2.57	3	2	4	2	3	2.8	4	4	3	4	3	3.67	1	2	3	3	2.25	
166	3	5	3	5	5	5	4.33	2	3	2	4	2	2	3	2.57	3	2	3	3	4	3	4	4	5	3	3.83	1	2	2	3	2	2	2.25
167	5	5	5	5	3	5	4.67	3	2	2	2	2	3	3	2.43	2	3	3	3	2	2.6	2	4	4	4	3	3.5	2	3	2	2	2	2.25
168	4	5	5	4	5	4	4.5	2	2	3	2	3	2	3	2.43	2	3	2	2	2	2.2	3	5	4	3	3.5	2	2	2	2	2	2	2
169	5	4	4	4	5	5	4.5	2	3	2	3	2	2	3	2.43	3	3	2	3	2	2.6	4	4	3	4	4	3.83	4	2	2	1	2	2.25
170	5	5	5	5	3	4	4.5	3	2	3	4	2	3	2	2.71	3	2	3	3	3	2.8	4	3	4	4	3	3.67	2	2	2	1	1.75	
171	4	5	5	5	5	5	4.83	4	2	3	2	2	2	2	2.43	3	3	3	2	4	3	4	4	4	4	4.17	2	3	2	1	2	2	2
172	5	4	4	5	5	5	4.67	4	2	2	2	2	2	4	2.57	2	3	3	3	3	2.8	4	4	5	4	4	4.17	3	2	1	2	2	2
173	5	5	5	5	5	4	4.83	2	2	2	2	2	2	2	2	2	3	3	3	3	3	3	4	5	4	3.67	3	3	2	1	2	2	2.25
174	5	5	5	4	3	5	4.5	2	3	2	3	2	2	2	2.29	3	2	3	1	3	2.4	2	3	3	4	3	3.17	2	3	2	2	2	2.25
175	4	5	4	5	5	4	4.5	3	2	3	2	3	3	2	2.57	4	3	3	3	3	3.2	4	4	4	4	3	3.83	2	2	3	2	2	2.25
176	4	5	5	4	5	5	4.67	2	2	3	2	2	2	2	2.14	3	3	2	1	4	2.6	4	4	3	4	5	3.83	3	2	2	3	2.5	
177	5	5	5	5	3	4	4.5	2	2	2	4	2	2	2	2.29	4	2	3	3	4	3.2	3	4	4	4	3	3.67	2	3	2	3	2	2.5
178	5	4	4	3	5	3	4	4	2	2	2	2	2	3	2.43	3	3	2	3	2	2.6	4	5	5	4	4	4.5	2	2	1	3	2	2

179	5	5	5	5	4	3	4.5	2	3	2	2	3	3	3	2.57	2	2	3	2	2	2.2	4	4	3	4	4	4	3.83	4	2	2	2	2.5
180	3	5	4	5	5	3	4.17	2	3	2	2	2	2	2	3	2.29	3	3	3	3	2	2.8	4	4	3	4	4	3.5	2	2	2	3	2.25
	Collaborating																																
μ	4.3	4.3	4.3	4.5	4.3	4.3		2.5	2.7	2.5	2.5	2.4	2.4	2.6		3	2.8	2.8	2.8	2.9		3.6	3.5	3.6	3.7	3.6	3.3		2.2	2.3	2.2	2.2	
	4.337797619																																
SD	0.8	0.8	0.7	0.7	0.8	0.8		0.7	0.7	0.7	0.7	0.6	0.5	0.7		0.6	0.7	0.8	0.7	0.7		0.7	0.9	0.8	0.7	0.8	0.8		0.6	0.7	0.6	0.6	
	0.766589929																																
	Accommodating																																
	2.529336735																																
	0.660242278																																
	Competing																																
	2.8625																																
	0.700641796																																
	Compromising																																
	3.558035714																																
	0.767965752																																
	Avoiding																																
	2.238839286																																
	0.615686439																																

(3) Design manager

	Collaborating																												μ	Accommodating																												μ	Competing																												μ	Compromising																												μ	Avoiding																												μ
181	2	3	2	2	3	2	2.33	3	2	2	3	4	4	3	3	3	4	5	5	4	5	4.6	2	2	3	2	3	2	2.33	3	4	4	3	3.5																																																																																																															
182	3	2	2	2	2	3	2.33	3	2	3	2	3	3	4	2.86	5	4	5	5	5	5	4.8	2	1	2	3	2	2	2	4	3	4	4	3.75																																																																																																															
183	2	2	3	3	2	2	2.33	3	3	2	2	3	4	3	2.86	5	5	5	5	4	4.8	2	2	2	2	2	1	1.83	4	4	4	3	3.75																																																																																																																
184	2	2	3	2	2	2	2.17	4	3	3	3	4	3	2	3.14	5	5	3	5	5	4.6	1	3	2	3	2	2	2.17	3	4	3	4	3.5																																																																																																																
185	3	2	2	2	2	3	2.33	3	2	3	3	2	3	4	2.86	4	5	4	5	5	4.6	1	2	2	2	3	3	2.17	2	4	4	5	3.75																																																																																																																
186	3	2	2	2	3	2	2.33	3	2	3	3	2	2	2	2.57	5	4	5	5	5	4.8	2	3	2	3	2	3	2.5	4	3	4	4	3.75																																																																																																																
187	3	2	2	2	3	2	2.33	3	2	3	2	3	3	3	2.71	5	4	3	5	5	4.4	2	2	2	2	2	2	2	4	4	3	4	3.75																																																																																																																
188	2	3	2	3	2	3	2.5	2	3	3	3	3	3	3	2.86	3	5	3	5	5	4.2	2	3	2	3	2	2	2.33	4	4	4	5	4.25																																																																																																																
189	2	2	2	3	2	2	2.17	2	4	3	3	2	3	3	2.86	5	5	5	4	4	4.6	2	2	3	2	3	2	2.33	4	4	3	4	3.75																																																																																																																
190	4	2	3	2	2	2	2.5	3	3	2	2	3	2	4	2.71	5	4	5	4	5	4.6	1	2	2	2	2	2	1.83	3	3	4	4	3.5																																																																																																																
191	3	2	2	2	2	3	2.33	4	3	3	2	2	3	2	2.71	5	5	5	5	4	4.8	2	2	3	2	2	1	2	4	4	4	4	4																																																																																																																
192	3	2	3	2	2	2	2.33	4	3	3	3	3	3	2	3	4	5	5	5	5	4.8	2	2	3	2	3	2	2.33	3	4	4	5	4																																																																																																																
193	2	2	2	3	2	2	2.17	3	3	3	2	2	3	3	2.71	5	5	5	5	5	5	5	2	2	2	3	2	2.17	3	4	3	4	3.5																																																																																																																
194	2	3	2	2	3	2	2.33	3	3	2	3	3	3	4	3	3	5	4	4	5	4.2	1	2	3	2	2	2	2	4	3	3	4	3.5																																																																																																																
195	4	2	2	2	2	3	2.5	2	3	2	3	3	3	3	2.71	5	4	5	4	5	4.6	2	2	3	3	2	2	2.33	4	3	4	2	3.25																																																																																																																
196	2	2	2	2	2	2	2	3	4	3	3	2	3	3	3	5	4	5	4	5	4.8	2	2	2	2	2	2	2	4	4	4	4	4																																																																																																																
197	4	2	2	2	2	2	2.33	3	3	4	4	2	3	3	3.14	5	5	5	5	4	4.8	2	2	3	2	3	2	2.33	3	4	3	4	3.5																																																																																																																
198	2	2	2	2	3	2	2.17	2	3	3	3	3	3	4	3	5	5	4	5	4	4.6	3	2	2	3	2	1	2.17	4	4	3	4	3.75																																																																																																																
199	3	2	2	4	2	2	2.5	3	3	2	4	2	3	3	2.86	4	5	5	5	5	4.8	3	2	2	1	1	2	1.83	4	4	4	4	4																																																																																																																

200	2	2	3	3	2	3	2.5	3	3	2	3	3	3	2.71	5	4	5	5	5	4.8	2	2	2	2	2	2	2	2	2	3	3	3	3.25
201	2	3	3	2	3	2	2.5	4	3	2	3	3	3	3	3	5	5	5	5	5	5	2.17	4	4	4	2	2	2.17	4	4	2	3.5	
202	3	2	2	2	2	3	2.33	4	3	2	3	3	2	2.86	5	5	5	5	5	5	5	2	2	2	2	2	2	2	3	4	4	3.75	
203	2	3	2	2	2	3	2.33	3	3	3	2	2	3	2.71	5	5	4	5	5	4.8	1	2	3	2	2	3	2.17	4	3	4	3.75		
204	2	2	3	2	2	3	2.33	3	4	3	3	3	3	3.14	5	4	5	5	4	4.6	1	3	2	2	2	3	2.17	4	4	3	3.75		
205	3	2	3	2	2	2	2.33	2	4	3	3	3	2	2.86	5	5	5	4	5	4.8	2	2	2	3	3	3	2.5	3	4	5	3.75		
206	3	2	2	2	2	2	2.17	2	3	3	4	3	4	3.14	4	4	5	5	5	4.6	2	2	2	2	2	2	2	3	4	4	4	3.75	
207	2	2	3	3	2	3	2.5	3	3	4	3	3	3	3.14	4	5	5	5	5	4.8	2	2	3	2	2	2	2.17	4	4	4	5	4.25	
208	3	3	2	2	2	2	2.33	3	4	3	3	3	3	3.14	5	5	5	5	5	5	1	2	3	2	2	3	2.17	4	4	4	3	3.75	
209	3	2	2	2	2	3	2.33	2	3	3	4	3	3	3	5	5	4	3	5	4.4	2	2	3	2	3	2	2.33	2	3	5	4	3.5	
210	4	2	2	2	2	2	2.33	4	3	3	3	3	2	3	5	5	5	3	5	4.6	2	2	3	2	3	2	2.33	3	4	4	4	3.75	
211	2	3	2	3	2	3	2.5	3	2	3	4	3	3	3	3	4	5	5	5	4.4	3	2	2	2	3	1	2.17	4	4	4	5	4.25	
212	2	3	2	2	3	2	2.33	2	2	3	3	3	4	2.86	5	5	5	5	3	4.6	2	3	2	2	2	3	2.33	4	3	4	4	3.75	
	Collaborating																																
μ	2.6	2.3	2.3	2.3	2.2	2.4		2.9	2.9	2.8	2.9	2.8	3	3	4.6	4.7	4.7	4.7	4.8		1.9	2.1	2.4	2.2	2.3	2.1		3.5	3.7	3.8	3.9		
SD	2.338541667																																
	0.7	0.4	0.5	0.5	0.4	0.5		0.7	0.6	0.6	0.6	0.6	0.4	0.7	0.7	0.5	0.7	0.6	0.5		0.6	0.4	0.5	0.5	0.5	0.6		0.7	0.5	0.6	0.8		
	0.52674438																																
	Accommodating																																
μ	2.9	2.9	2.8	2.9	2.8	3		2.9	2.9	2.8	2.9	2.8	3	3	4.6	4.7	4.7	4.7	4.8		1.9	2.1	2.4	2.2	2.3	2.1		3.5	3.7	3.8	3.9		
SD	2.910714286																																
	0.7	0.6	0.6	0.6	0.6	0.6		0.7	0.6	0.6	0.6	0.6	0.4	0.7	0.7	0.5	0.7	0.6	0.5		0.6	0.4	0.5	0.5	0.5	0.6		0.7	0.5	0.6	0.8		
	0.584609355																																
	Competing																																
μ	4.6	4.7	4.7	4.7	4.7	4.8		4.6	4.7	4.7	4.7	4.7	4.8		4.6	4.7	4.7	4.7	4.8		0.6	0.4	0.5	0.5	0.5	0.6		0.7	0.5	0.6	0.8		
SD	4.68125																																
	0.7	0.5	0.7	0.6	0.6	0.5		0.7	0.5	0.7	0.6	0.6	0.5		0.7	0.5	0.7	0.6	0.5		0.6	0.4	0.5	0.5	0.5	0.6		0.7	0.5	0.6	0.8		
	0.575952861																																
	Compromising																																
μ	1.9	2.1	2.4	2.2	2.3	2.1		1.9	2.1	2.4	2.2	2.3	2.1		0.6	0.4	0.5	0.5	0.5		0.6	0.4	0.5	0.5	0.5	0.6		0.7	0.5	0.6	0.8		
SD	2.161458333																																
	0.6	0.4	0.5	0.5	0.5	0.6		0.6	0.4	0.5	0.5	0.5	0.6		0.6	0.4	0.5	0.5	0.5		0.6	0.4	0.5	0.5	0.5	0.6		0.7	0.5	0.6	0.8		
	0.541448473																																
	Avoiding																																
μ	3.5	3.7	3.8	3.8	3.9																												
SD	3.734375																																
	0.7	0.5	0.6	0.6	0.8																												
	0.633505122																																

2.2 Indonesian Data: Consultant

(1) Project Manager

	Collaborating								Accommodating								Competing						Compromising						Avoiding								
	23	22	12	5	1	28	μ		24	10	2	11	19	13	3	μ		9	8	25	21	18	μ		7	14	15	4	20	27	μ		16	17	26	6	μ
213	5	4	4	5	5	5	4.67	2	4	2	3	3	2	2	2	2.57	3	5	5	3	2	3	6	4	5	5	3	3	4	4	2	1	1	2	1.5		
214	5	5	3	3	5	5	4.33	2	2	3	3	3	2	2	2	2.43	3	3	3	3	3	3	3	4	4	4	4	4	4	2	3	2	3	2.5			
215	5	5	5	5	5	4	4.83	2	2	2	2	2	2	1	1	1.86	3	4	3	3	2	3	3	4	5	4	5	5	2	2	1	1	1	1.5			
216	4	5	5	5	5	5	4.83	1	2	3	2	2	2	2	2	2	4	3	3	3	2	3	3	4	5	4	4	5	1	2	3	2	2	2			
217	4	5	5	5	5	5	4.83	1	2	2	2	2	3	2	3	2.14	3	3	4	4	3	3.4	5	4	4	4	4	4	2	3	2	1	2	2			
218	5	4	5	5	5	5	4.83	2	2	1	2	3	2	2	2	2	4	3	3	3	2	3	4	3	4	4	4	4	2	2	3	2	3	2	2.25		

2.4 Malaysian Data of Negotiation Style

	Collaborating					Accommodating					μ	Competing					μ	Compromising						μ	Avoiding			μ					
	23	22	12	5	1	28	24	10	2	11		19	13	3	9	8		25	21	18	7	14	15		4	20	27		16	17	26	6	
1	4	4	5	5	3	4	4.2	3	4	4	2	2	3	3	3	2	4	3	4	2	3	3	5	3	4	3.3	3	3	3	3	3		
2	3	3	3	5	2	4	3.3	3	3	3	2	4	3	4	3.1	2	5	2	3	4	3.2	3	3	3	4	2	3.2	2	2	2	4	2.5	
3	4	4	4	4	4	4	4	4	2	5	2	4	3	2	3.1	2	5	4	3	3	3.4	3	4	4	3	4	3.7	4	3	4	2	3.3	
4	4	4	4	4	4	4	4	4	3	4	3	4	4	4	3.7	3	4	4	4	4	3.8	3	3	4	4	4	3.7	5	5	4	3	4.3	
5	3	4	4	4	3	3	3.5	3	3	3	3	4	3	4	3.3	3	4	3	4	3	3.4	4	3	4	4	3	3.7	3	3	3	4	3.3	
6	4	4	4	4	2	3	3.5	4	3	3	3	3	3	3	3.1	3	4	4	4	4	3.8	4	3	3	4	3	3.5	3	4	3	3	3.3	
7	4	5	3	4	4	3	3.8	3	3	4	1	3	3	2	2.7	2	3	5	5	4	3.8	3	3	4	4	3	3.3	1	1	1	4	1.8	
8	4	3	4	4	3	3	3.5	4	3	4	2	3	4	3	3.3	3	4	2	4	3	3.2	3	3	4	4	3	3.5	3	3	3	4	3.3	
9	4	4	4	5	4	5	4.3	2	3	3	2	2	3	3	2.6	4	3	4	4	4	3.8	4	4	4	3	3	3.7	3	2	3	3	2.8	
10	4	5	2	5	1	5	3.7	4	4	4	1	1	3	3	2.9	2	5	3	3	3	3.2	4	4	5	4	3	4.2	2	4	2	2	2.5	
11	4	4	4	5	4	4	4.2	4	3	4	2	2	4	3	3.1	2	4	3	3	3	3	4	4	4	5	3	4	4	3	2	2	2.8	
12	5	5	5	2	5	4	4.5	3	1	4	1	2	4	4	2.7	1	5	2	4	4	3.2	5	5	5	5	5	5	5	4	1	2	4	2.8
13	3	5	3	5	4	3	3.8	3	2	3	2	3	3	3	2.7	2	4	3	5	5	3.8	3	3	5	3	4	3	3.5	5	5	3	1	3.5
14	4	4	4	5	3	3	3.8	3	2	4	1	2	5	2	2.7	2	4	2	4	2	2.8	2	4	4	2	2	3	2	2	2	1	1.8	
15	3	5	4	4	2	4	3.7	4	4	4	2	2	4	3	3.3	2	5	2	3	2	2.8	5	4	4	4	3	4	2	2	3	2	2.3	
16	4	3	3	3	3	4	3.3	3	2	4	2	3	2	5	3	2	5	3	4	4	3.6	2	2	4	4	3	2.8	2	2	2	2	2	
17	2	4	4	4	3	5	3.7	2	2	2	2	4	3	2	2.4	3	3	4	3	4	3.4	4	4	4	4	4	4	2	4	2	2	2.5	
18	4	5	3	4	3	5	4	3	3	3	3	4	3	2	3	3	5	3	4	3	3.6	2	3	4	5	3	3.3	2	2	2	2	2	
19	4	3	3	3	4	4	3.5	4	4	4	3	3	4	3	3.6	4	4	4	3	3	3.6	3	4	4	4	3	3.5	4	3	3	3	3.3	
20	3	3	3	3	4	5	3.5	3	3	4	3	4	4	3	3.4	2	5	5	4	3	3.8	5	4	3	5	4	4	2	3	2	2	2.3	
21	5	5	5	5	5	5	5	5	3	5	4	5	5	5	4.6	3	5	4	5	5	4.4	5	5	5	5	5	5	5	5	5	5	5	
22	4	5	4	5	4	5	4.5	4	5	5	1	2	1	4	3.1	2	5	2	5	5	3.8	4	2	4	5	2	4	3.5	5	5	5	5	5
23	4	5	3	3	2	4	3.5	3	3	3	3	3	2	3	2.9	2	5	3	3	3	3.2	3	3	3	3	3	3	3	2	2	3	4	2.8
24	3	4	5	4	4	4	4	3	3	3	2	3	3	4	3	3	4	3	4	4	3.6	4	3	3	4	2	3	2	2	4	3	2.8	
25	3	5	5	5	3	4	4.2	3	3	4	2	1	3	3	2.7	1	3	1	4	2	2.2	3	5	3	5	4	2	3.7	2	2	2	2	2
26	2	4	5	3	4	4	3.7	1	2	1	1	2	2	2	1.6	1	4	2	4	4	3	2	2	4	5	2	2.8	3	4	2	1	2.5	
27	4	3	4	5	4	4	4	3	3	4	2	2	4	3	3	2	3	4	3	5	3.4	3	3	4	5	3	3	3	5	2	2	3	
28	5	5	5	5	3	5	4.7	5	4	4	3	3	4	5	4	5	4	5	5	5	4.8	4	5	5	5	5	5	4.8	3	3	5	2	3.3
29	5	5	5	5	4	4	4.7	4	3	3	3	2	4	4	3.3	2	4	2	4	4	3.2	3	3	5	5	5	3	4	3	2	3	2	2.5

30	Collaborating				Accommodating				Competing				Compromising				Avoiding												
	11	12	1	2	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31									
μ	3.7	4.2	4	4.3	3.3	4.1	3.3	3	3.7	2.1	2.8	3.2	3.2	2.5	4.2	3.2	3.9	3.6	3.3	3.4	4	4.3	3.5	3.3	2.9	2.9	2.8	2.7	
SD	0.8	0.8	0.9	0.7	1	0.7	0.8	0.8	0.9	0.8	1	1	0.9	1	0.7	1.1	0.7	1	3.633333333	1	0.9	0.7	0.7	0.9	0.9	1.2	1.3	1.1	1.2
	0.859803075				0.988991583				1.07900443				0.920893421				1.152150589												

3 Data of Negotiation Outcome

Notes:

- RM : Relationship Maintained
- CR : Conflict Reduction
- CE : Conflict Escalation
- RD : Relationship Deterioration
- FD : Further Disagreement

(1) Indonesian Data: Private Developer

(1) Facility Manager

	Problem Solving						μ	RM	CR		μ	CE				μ	RD				μ	Inaction		μ	FD		μ
	11	12	1	2	16	17			20	17		19	18	7	8		15	13	21	14		6	5		3	4	
1	4	5	3	4	4	4	4	2	3	4.5	1	2	2	1	1.5	1	4	2	2	2.25	1	2	1.5	3	1	2	
2	4	4	3	3	4	4	2	4	3	4.5	1	2	1	1	1.25	2	3	3	2	2.5	1	1	1	2	2	2	
3	5	4	4	4	4	4	3	2	2.5	4.5	1	1	2	2	1.5	3	2	4	3	3	2	1	1.5	2	3	2.5	
4	4	5	5	4	4	4	2	4	3	4.5	1	2	1	1	1.25	2	3	4	3	3	2	1	1.5	3	3	3	
5	4	4	5	5	5	5	3	3	3	4.5	1	1	2	1	1.25	3	4	4	3	3.5	1	2	1.5	3	3	3	
6	4	3	4	3	4	4	3	3	3	4.5	2	1	1	2	1.5	2	4	2	2	2.5	1	1	1	2	1	1.5	
7	5	4	4	5	5	5	3	4	3.5	4.5	1	1	2	1	1.25	3	4	2	2	2.75	2	1	1.5	3	3	3	
8	4	4	4	5	5	5	4	2	3	4.5	1	2	2	1	1.5	3	3	3	4	3.25	1	3	2	4	2	3	

42	5	5	3	3	4	4	3	3	3	3	4	5	4.5	1	1	1	1	2	1.25	2	2	4	4	3	3	2	1	1.5	2	3	2.5					
43	4	3	4	4	5	4	3	4	3.5	5	5	5	5	3	2	1	1	1	1.75	3	2	4	4	4	3.25	1	2	1.5	2	2						
44	3	3	4	4	3	3.4	3	2	2.5	5	4	4.5	4.5	3	1	2	1	1	1.75	2	4	4	3	3.25	1	1	1	1.5	2	2						
45	4	3	4	3	3	3.4	2	4	3	5	4	4.5	4.5	3	2	1	2	2	2	2	2	3	2	2.25	1	1	1	1	1	3	2					
46	3	3	4	4	3	3.4	4	2	3	4	5	4.5	4.5	1	2	2	2	2	1.75	2	4	3	3	3	3	1	1	1	2	2	2					
47	4	3	4	5	5	4.2	4	2	3	5	5	5	5	2	1	1	1	1	1.25	3	2	4	2	2.75	1	2	1.5	3	2	2.5	2					
48	3	4	4	4	4	3.8	4	2	3	5	5	5	5	3	1	2	1	1	1.75	2	2	2	2	2	2	1	2	1.5	1	3	2					
49	3	4	3	4	5	3.8	3	2	2.5	4	5	4.5	4.5	2	1	2	2	2	1.75	2	4	2	2	2.5	1	1	1	1	2	2	2	2				
50	5	3	3	3	4	3.6	3	2	2.5	5	5	5	5	1	2	1	1	1	1.25	3	3	3	3	3	3	2	1	1.5	2	2	2	2				
51	4	4	3	4	5	4	4	3	3.5	5	5	5	5	1	1	1	2	2	1.25	2	4	4	2	3	3	1	2	1.5	2	2	2	2				
52	3	4	5	4	4	4	2	3	2.5	4	5	4.5	4.5	3	2	1	1	1	1.75	3	2	2	3	2.5	2	1	1.5	2	3	2.5	2	2				
53	3	3	4	5	4	3.8	3	3	3	5	4	4.5	4.5	1	2	2	1	1	1.5	2	2	3	2	2.25	1	1	1	1	2	2	2	2				
54	3	4	4	4	5	4	3	2	2.5	5	4	4.5	4.5	3	1	2	1	1	1.75	3	3	4	3	3.25	1	2	1.5	2	2	2	2	2	2			
55	4	3	5	5	4	4.2	2	3	2.5	5	5	5	5	2	1	1	3	2	1.75	4	3	3	2	3	3	1	2	1.5	2	3	2.5	3	3			
56	4	4	4	4	4	4	3	2	2.5	4	5	4.5	4.5	1	2	2	4	4	2.25	2	2	4	2	2	2.5	1	3	2	3	3	3	3	3			
57	3	3	5	3	3	3.4	3	2	2.5	5	5	5	5	1	1	1	4	4	1.75	2	2	3	2	2.25	1	1	1	1	2	2	2	2	2	2		
58	3	4	4	3	3	3.4	2	3	2.5	5	4	4.5	4.5	2	1	2	1	1	1.5	4	2	2	3	2.75	1	2	1.5	1	1	3	2	2	2	2		
59	5	4	4	4	4	4.2	2	3	2.5	5	5	5	5	1	1	1	3	3	1.5	3	2	4	2	2.75	2	2	2	2	2	4	3	3	3	3		
60	3	4	4	4	5	4	3	3	3	4	5	4.5	4.5	3	2	1	1	1	1.75	4	3	2	2	2.75	3	1	2	2	4	2	3	3	3			
61	3	4	3	4	3	3.4	3	2	2.5	5	5	5	5	1	1	1	1	1	1	2	2	4	2	2.5	1	1	1	1	1	2	2	2	2	2	2	
62	4	3	3	3	4	3.4	2	3	2.5	5	4	4.5	4.5	2	2	1	1	1	1.5	4	2	2	3	2.75	1	2	1.5	1	1	3	2	2	2	2	2	
63	3	3	4	3	3	3.2	4	3	3.5	5	5	5	5	2	1	1	2	2	1.5	2	4	3	2	2.75	2	2	1.5	2	1	2	2	2	2	2	2	2
64	3	3	4	4	4	3.6	3	2	2.5	5	5	5	5	3	1	2	2	2	2	2	2	3	2	2.25	1	1	1	1	1	2	2	2	2	2	2	2
65	3	4	5	4	3	3.8	2	3	2.5	5	5	5	5	1	1	1	3	3	1.5	4	4	3	2	3.25	2	2	2	2	2	2	2	2	2	2	2	2
66	4	3	3	4	4	3.6	4	3	3.5	5	4	4.5	4.5	1	2	1	1	1	1.25	2	2	2	2	2	2	1	1	1	1	3	2	2	2	2	2	
67	4	3	4	4	3	3.6	2	3	2.5	5	4	4.5	4.5	3	1	1	2	2	1.75	2	2	2	2	2	2	1	2	1.5	2	2	2	2	2	2	2	
68	4	3	4	4	3	3.6	3	2	2.5	4	5	4.5	4.5	1	1	3	1	1	1.5	2	4	3	2	2.75	2	1	1.5	2	1	2	2	2	2	2	2	2
	Problem Solving										RM		CR		CE		RD		Inaction		FD															
μ	3.78	3.75	3.87	3.9	3.82	2.9	2.93	4.71	4.68	1.53	1.47	1.47	1.62	2.68	2.82	2.88	2.5	1.37	1.41	2.13	2.22															
	3.823529412										2.9118		1.522058824		2.720588235		1.38971		2.17647																	
SD	0.64	0.63	0.62	0.6	0.69	0.67	0.74	0.46	0.47	0.74	0.59	0.66	0.85	0.84	0.83	0.86	0.68	0.52	0.55	0.57	0.57															
	0.636666662										0.7042		0.4638		0.713257811		0.812187393		0.533		0.5694															

(2) Project Manager

	Problem Solving					μ	RM		μ	CR				μ	CE					μ	RD					μ	Inaction		μ	FD		μ
	11	12	1	2	16		9	10		20	17	19	18		7	8	15	13	21		14	6	5	3	4							
69	4	5	5	3	3	4	5	4	4	4	4	4	4	1	2	2	1	1.5	1	2	1	1	1.25	1	3	2	3	2	2.5			
70	4	4	4	3	5	4	5	5	3	5	4	4	4	1	2	1	1	1.25	1	1	1	2	1.25	2	2	2	2	3	2.5			
71	5	4	5	3	3	4	4	5	4	4	4	4	4	1	1	1	1	1	1	2	1	1	1.5	1	2	2	3	2.5				
72	4	4	4	3	5	4	5	5	5	3	4	4	4	1	1	1	2	1.25	1	1	1	1	1	2	1	3	2	2.5				
73	4	4	3	4	5	4	4	5	3	4	3.5	4	4	2	1	1	1	1.25	1	2	1	2	1.5	2	2	2	2	2	2			
74	5	4	4	4	4	4.2	5	4	3	5	4	4	4	1	2	2	1	1.5	2	1	2	1	1.5	2	2	2	3	2.5				
75	4	4	4	3	3	3.6	5	5	3	4	3.5	4	4	1	2	1	2	1.5	1	1	1	2	1.25	1	1	2	2	2	2			
76	4	4	5	3	3	3.8	4	4	4	3	3.5	4	4	1	1	1	1	1	1	1	1	1	1	2	1	2	2	2	2			
77	5	4	4	3	4	4	4	5	4	3	3.5	4	4	1	1	1	1	1	1	2	1	2	1.5	1	3	2	3	2.5				
78	4	4	3	3	5	3.8	5	5	3	5	4	4	4	1	1	2	1	1.25	2	1	1	1	1.25	1	1	1	3	2	2.5			
79	4	5	4	3	4	4	5	4	5	3	4	4	4	1	2	1	1	1.25	1	2	1	1	1.25	3	1	2	3	3	3			
80	5	4	4	3	4	4	4	5	4	4	4	4	4	1	1	2	1	1	1	2	1	1.25	1	3	2	2	3	2.5				
81	5	3	3	4	5	4	5	5	3	4	3.5	4	4	1	1	2	1	1.25	2	1	1	2	1.5	2	2	2	3	2	2.5			
82	4	5	3	4	4	4	4	4	3	4	3.5	4	4	2	1	1	2	1.5	1	1	1	1	1	2	1	2	2	2	2			
83	5	4	4	4	4	4.2	5	5	5	4	4.5	4	4	2	1	1	1	1.25	2	1	2	1	1.5	1	1	2	3	2.5				
84	5	4	3	3	5	4	4	5	4	4	4	4	4	1	1	2	1	1.25	1	1	1	2	1.25	2	2	2	3	2.5				
85	5	4	4	4	4	4.2	4	5	4	4	4	4	4	1	2	1	2	1.5	1	2	2	2	1.75	2	2	2	3	2.5				
86	4	4	3	4	5	4	5	4	5	2	4	4	4	1	1	2	1	1.25	2	1	1	2	1.5	2	2	2	3	2	2.5			
87	4	4	5	4	4	4.2	4	5	4	4	4	4	4	1	2	1	2	1.5	2	1	1	1	1.25	3	2	2	2	2	2			
88	4	4	3	4	4	3.8	4	5	3	4	3.5	4	4	1	1	2	1	1.25	1	2	1	2	1.5	2	1	1	3	2	2			
89	3	4	4	4	5	4	5	5	4	3	3.5	4	4	1	2	1	2	1.5	1	1	1	1	1	1	2	2	2	2	2			
90	4	3	4	3	5	3.8	5	4	3	4	3.5	4	4	2	1	1	1	1.25	2	2	2	2	2	2	1	1	3	2	2			
91	5	4	3	3	3	3.6	4	5	3	4	3.5	4	4	1	1	1	2	1.25	1	1	1	2	1.25	2	1	1.5	2	3	2.5			
92	4	4	4	4	5	4.2	5	5	4	4	4	4	4	1	2	2	1	1.5	2	2	1	1	1.5	3	2	2	2	2	2			
93	4	4	4	3	3	3.6	5	5	4	4	4	4	4	1	1	1	2	1.25	1	1	2	2	1.5	1	1	2	2	2	2			
94	4	4	4	5	4	4.2	5	5	5	3	4	4	4	1	1	2	1	1.25	1	1	1	1	1	2	2	2	2	2	2			
95	5	4	3	4	4	4	3	3	4	4	4	4	4	1	2	1	1	1.25	2	1	2	2	1.75	3	1	2	2	2	2			
96	4	3	3	4	5	3.8	4	5	4	4	4	4	4	2	1	2	1	1.5	1	2	1	1	1.25	2	1	3	1	2	2			
97	3	5	5	3	3	3.8	4	5	5	3	4	4	4	1	1	2	1	1.25	2	1	1	1	1.25	1	2	2	3	2.5				

98	4	4	4	3	3	3	3.4	4	3	3.5	4	3	4	3	3.5	2	1	1	2	2	1.5	1	1	1	1	3	2
99	3	5	3	3	3	3.4	3.4	5	5	3.5	3	4	3.5	1	1	2	1	1	2	1	1.25	1	1	1	1	3	2
100	5	4	4	4	3	4	4	5	3	4	4	4	4	2	1	1	1	1	1	1	1.25	1.5	2	1	3	2	2
101	4	4	4	4	4	4	4	3	5	4	4	4	4	1	1	1	1	1	1	1	1	1	1	3	1	3	2
102	3	4	5	4	3	3.8	3.8	5	5	5	5	3	4	2	1	2	1	2	2	2	1.75	2	2	2	2	2	2.5
103	3	5	3	4	5	4	4	5	4	4.5	4	4	4	2	2	1	1	2	2	1.75	2	2	2	2	1	3	2
104	3	5	3	4	5	4	4	5	5	5	3	5	4	1	1	1	1	2	2	1.5	2	2	2	2	3	2	2.5
105	4	5	3	5	4	4.2	4.2	4	5	4.5	5	3	4	1	1	2	2	2	2	1.75	2	1	2	2	2	2	2
106	5	4	3	4	4	4	4	5	4	4.5	3	5	4	1	1	1	1	1	1	1	1	1	2	3	3	3	
107	4	4	4	5	4	4.2	4.2	5	5	5	4	4	4	2	1	1	1	1	1	1.25	2	2	2	2	2	2	2
108	3	4	5	4	4	4	4	4	5	4.5	4	4	4	2	1	1	1	2	2	1.75	1	2	2	2	3	2	2.5
109	3	4	5	4	5	4.2	4.2	5	4	4.5	3	4	4	1	1	2	1	2	1	1.25	2	1	3	2	2	2	2
110	3	4	4	4	5	4	4	5	4	4.5	4	4	4	1	2	2	1	2	2	1.5	2	1	2	1	3	1	2
111	4	4	5	3	4	4	4	4	4	4	4	3	4	1	1	2	1	3	3	2	2	1	3	2	3	2	2.5
112	5	4	4	3	5	4.2	4.2	4	5	4.5	4	4	4	2	1	2	2	2	2	1.75	2	2	2	2	3	2	2.5
113	4	5	3	4	3	3.8	3.8	5	5	5	4	4	4	1	1	1	1	1	1	1.5	1	1	1	2	2	2	2
114	5	4	4	4	4	4.2	4.2	5	5	5	4	4	4	1	1	2	1	2	2	1.5	2	2	2	2	2	2	2
115	5	3	5	4	3	4	4	5	5	5	3	4	4	1	1	2	1	2	1	1.25	1	1	1	2	2	2	2
116	5	4	4	4	3	4	4	4	5	4.5	4	3	4	1	1	1	2	2	2	1.25	1	2	1	2	2	2	2
117	4	4	3	4	4	3.8	3.8	4	5	4.5	4	4	4	1	1	1	1	1	1	1.5	1	1	1	1	2	3	2.5
118	4	4	4	4	4	4	4	5	4	4.5	4	4	4	2	1	1	1	2	1	1.5	2	1	2	1	3	2	2.5
119	5	4	4	3	4	4	4	5	5	5	4	4	4	1	1	2	1	2	1	1.5	2	1	2	2	3	2	2.5
120	4	4	5	3	4	4	4	4	4	4	4	3	4	1	1	2	1	2	1	1.25	1	2	1	2	1	3	2
121	5	4	5	3	5	4.4	4.4	5	5	5	4	5	4	1	1	2	1	2	1	1.25	2	1	2	2	3	3	3
122	4	5	4	4	3	4	4	4	5	4.5	4	4	4	1	1	1	1	2	2	1.75	2	1	2	2	1	2	1.5
123	4	3	4	4	4	3.8	3.8	5	5	5	5	3	4	1	1	2	2	1	1	1.5	1	1	1	1	2	2	2
124	4	5	4	3	3	3.8	3.8	5	4	4.5	4	3	4	1	1	2	1	2	1	1.5	1	1	1	1	3	3	3
125	5	3	5	3	3	3.8	3.8	5	4	4.5	5	3	4	1	1	1	1	1	1	1.25	1	1	1	1	2	2	2
126	4	4	3	3	5	3.8	3.8	4	5	4.5	4	4	4	1	1	2	1	1	1	1.25	1	1	1	1	2	3	2.5
127	5	4	3	5	4	4.2	4.2	4	3	3.5	5	4	4	1	1	1	1	2	2	1.25	2	3	2	2	2	2	2
128	5	4	3	4	4	4	4	5	5	5	3	5	4	1	1	2	1	2	1	1.75	1	2	2	1	3	2	2.5
129	5	4	3	3	5	4	4	5	5	5	3	5	4	1	1	2	1	2	1	1.5	2	1	2	1	2	2	2
130	4	4	3	4	5	4	4	5	5	5	5	3	4	1	1	1	1	2	1	1.5	1	2	1	2	3	1	2

164	4	4	4	4	3	4	3.8	5	5	3	4	3.5	1	2	1	1	1	2	1	1.25	2	1	1.5	3	3	3				
165	4	5	4	3	4	4	4	5	4	4	4	4	1	1	2	2	2	1	1.75	3	1	2	2	2	1	1.5				
166	5	4	4	3	4	5	4	5	5	3	5	4	1	1	2	1	2	1.25	2	2	2	2	3	3	3	3				
167	4	4	4	4	4	4	4	4	5	4	3	3.5	1	2	2	1	2	1.5	1	2	1.5	1	2	2	2	2				
168	5	4	3	4	3	3.8	4	5	4	5	3	4	1	2	1	1	2	2.25	1	2.25	1	1	2	2	2	2				
169	4	4	4	5	3	4	4	4	4	4	4	4	1	2	2	1	2	1.25	2	1.25	2	2	3	2	2	2.5				
170	5	4	4	4	3	4	4	5	5	4	4	4	1	1	2	1	2	1.5	1	1.5	1	2	1	3	2	2				
171	4	4	3	4	4	3.8	4	5	4	3	5	4	2	1	1	1	2	2	2	2	2	2	2	2	2	2				
172	5	5	5	4	4	4.6	4	5	4	5	3	4	1	2	2	1	1.25	1.25	2	2	2	2	3	2	2	2.5				
173	4	4	3	5	4	4	4	5	4	4	4	4	1	1	2	1	1.25	1	1	1	2	2	2	3	2	2.5				
174	4	4	4	4	4	4	4	4	4	4	3	3.5	2	1	2	1	1.5	2	2	2	2	1	1	2	2	2				
175	5	4	5	4	3	4.2	4	5	4	5	3	4	2	1	2	1	1.5	2	1	1.25	3	2	2.5	3	2	2.5				
176	4	3	4	4	4	3.8	4	5	4	4	4	4	1	1	1	2	1.25	1	1.25	2	2	2	2	2	2	2				
177	5	4	4	3	5	4.2	4	4	4	4	4	4	2	1	1	1	1.25	2	2	2	2	2	3	3	3	3				
178	5	4	4	4	3	4	4	5	4	5	3	4	1	2	2	1	1.5	1	1.25	1	2	1.5	3	3	3	3				
179	4	5	4	3	4	4	4	4	5	4	4	4	1	1	2	1	1.25	1	1.5	1	3	2	3	2	2	2.5				
180	4	3	5	4	4	4	4	5	4	3	4	3.5	1	2	1	1	1.25	2	1.25	1	2	1.5	2	2	2	2				
	Problem Solving										CE					RD					Inaction					FD				
μ	4.21	4.03	3.9	3.68	3.94	4.54	4.62	3.89	3.87	1.18	1.29	1.51	1.11	1.46	1.35	1.39	1.43	1.54	1.57	2.19	2.24	1.55	358	0.64	0.57	0.60534				
SD	0.68	0.58	0.7	0.6	0.71	0.57	0.57	0.65	0.66	0.38	0.46	0.5	0.31	0.5	0.48	0.54	0.51	0.6	0.63	0.61	139	0.61	139	0.61	139	0.61				
	0.676328897										0.445652089					0.509556328					0.61139					0.60534				

(3) Design Manager

	Problem Solving				μ	RM		μ	CR		μ	CE.			μ	RD				μ	Inaction		μ	FD		μ	
	11	12	1	2		16	9		10	20		17	19	18		7	8	15	13		21	14		6	5		3
181	3	3	3	2	3	2.8	1	1	1	3	2	4	5	5	5	5	5	5	5	5	5	5	4	4	5	4	4.5
182	3	3	3	3	2	2.8	2	1	1.5	2	2	5	4	5	5	5	5	5	5	5	5	5	5	4	5	4	4.5
183	3	2	2	3	2	2.4	1	1	1	3	2	5	4	4	5	5	5	5	5	5	5	5	5	4	5	4	4.5
184	2	2	3	2	3	2.4	2	1	1.5	2	2	5	3	5	5	5	5	5	5	5	5	5	5	4	5	4	4.5
185	2	2	3	3	3	2.6	1	1	1	2	2	5	5	5	5	5	5	5	5	5	5	4	4.5	4	4	4	4

(2) Indonesian Data: Consultant

(1) Project Manager

	Problem Solving						μ	RM		μ	CR		μ	CE				μ	RD				μ	Inaction		μ	FD		μ
	11	12	1	2	16	9		10	20		17	19		18	7	8	15		13	21	14	6		5	3		4		
213	3	4	4	4	4	5	4	4.5	3	5	4	2	2	1	2	1.75	1	2	1	2	1.5	3	2	2.5	3	2	2.5		
214	4	5	5	4	2	4	4	4	5	3	4	1	1	2	1	1.25	1	1	2	1	1.25	2	2	2	2	2	2.5		
215	3	5	4	5	3	4	4	4.5	3	5	4	1	1	1	1	1	2	1	1	1	1.25	2	1	1.5	2	2	2		
216	4	4	4	4	4	5	4	4.5	3	5	4	1	2	2	1	1.5	1	1	2	2	1.5	2	2	2	2	2	2		
217	5	5	5	4	5	5	4	4.5	5	4	4.5	2	2	1	1	1.5	2	2	1	2	1.75	3	1	2	3	2	2.5		
218	4	4	3	4	5	4	4	4.5	4	4	4	1	2	1	1	1.25	2	1	1	1	1.25	3	1	2	2	3	2.5		
219	5	3	3	4	4	4	5	4.5	3	5	4	1	2	2	1	1.5	1	1	2	2	1.5	2	2	2	2	2	2		
220	4	4	4	5	4	5	5	5	5	4	4.5	2	1	2	2	1.75	1	2	1	1	1.25	2	2	2	3	3	3		
221	5	4	3	4	4	4	4	4	4	4	4	2	2	1	2	1.75	2	1	2	1	1.5	3	2	2.5	2	2	2		
222	5	4	3	4	3	4	4	4	3	4	4	1	1	2	1	1.25	2	1	2	1	1.5	2	2	2	2	2	2		
223	4	4	4	4	4	5	4	4.5	4	4	4	1	2	1	2	1.5	2	1	1	1	1.25	2	2	2	3	3	3		
224	4	5	4	4	5	4	4	4.5	5	4	4.5	2	1	1	2	1.5	2	2	1	1	1.5	1	2	1.5	2	3	2.5		
225	5	4	4	4	3	4	5	4	4	4	4	1	2	2	2	1.75	2	1	2	2	1.75	2	2	2	2	2	2		
226	4	3	3	5	5	4	5	5	4	4	4	1	2	2	1	1.5	1	2	1	1	1.25	2	2	2	3	2	2.5		
227	5	3	4	4	4	4	5	4.5	4	4	4	2	2	1	2	1.75	1	2	1	1	1.25	3	2	2.5	2	3	2.5		
228	4	4	4	4	4	4	5	5	3	5	4	2	1	1	1	1.25	2	2	1	1	1.5	2	3	2.5	3	2	2.5		
229	5	3	3	3	5	5	5	5	4	3	3.5	2	1	1	1	1.25	1	1	1	2	1.25	1	1	1	2	3	2.5		
230	5	3	3	4	5	4	4	4.5	4	4	4	1	2	2	2	1.75	1	1	2	1	1.25	3	2	2.5	2	2	2		
231	4	3	4	4	5	4	5	5	3	5	4	1	1	1	1	1.5	1	2	1	2	1.75	2	2	2	3	2	2.5		
232	4	4	5	4	3	4	5	5	4	4	4	2	1	1	2	1.5	1	1	2	2	1.5	3	1	2	2	3	2.5		
233	4	4	5	3	4	4	4	4	5	3	4	1	1	2	2	1.5	1	1	1	2	1.25	1	3	2	2	3	2.5		
234	3	4	4	4	4	5	4	4.5	4	4	4	2	1	1	1	1.25	1	2	1	2	1.5	2	1	1.5	3	2	2.5		
235	4	4	4	5	5	4	5	4.5	3	5	4	1	1	2	2	1.5	2	1	2	1	1.5	2	2	2	2	3	2.5		
236	5	5	4	3	3	4	5	4.5	4	4	4	1	1	1	2	1.25	1	2	1	2	1.5	2	3	2.5	2	3	2.5		

	Problem Solving			RM	CR	CE			RD	Inaction	FD							
	11	12	1			2	16	19				18	7	8	15	13	21	14
μ	4.25	3.96	3.88	4.04	4.63	4.17	1.42	1.46	1.42	1.5	1.46	1.42	1.38	1.46	2.17	1.88	2.33	2.46
	4.033333333			4.54167	4.02083	1.447916667	1.427083333			2.02083	2.39583	0.64	0.61	0.48	0.51			
SD	0.68	0.69	0.68	0.55	0.86	0.74	0.64	0.5	0.51	0.51	0.51	0.49	0.51	0.6355				
	0.697333858			0.5035	0.6992	0.499890339			0.497251216				0.4942					

(2) Design Manager

	Problem Solving						RM	CR	μ	CE						μ	RD						Inaction	μ	FD			
	11	12	1	2	16	9				10	20	17	19	18	7		8	15	13	21	14	6			5	3	4	
237	3	3	3	3	3	1	1	3	2	4	5	4	5	4.5	5	5	5	4	5	5	4	4.5	5	4	5	3	4	
238	4	3	4	3	2	2	1.5	3	2.5	5	5	5	5	5	4	5	4	5	4	5	4.5	5	4	5	4	5	4.5	
239	3	3	2	3	3	2	1.5	2	2.5	4	3	5	5	4.25	5	4	5	4	5	4	4.5	4	5	4	5	4	4.5	
240	3	3	3	4	3	1	1.5	3	2	5	5	5	5	5	5	4	5	4	5	4	4.75	5	4	5	4	5	4.5	
241	3	3	3	3	3	1	1	3	2	5	5	5	4	4.75	4	5	4	4	4	4	4.25	5	5	5	5	5	5	
242	2	3	4	3	3	2	1.5	1	2	5	3	4	5	4.25	5	4	3	5	5	5	4.25	5	5	5	5	5	5	
243	2	3	4	2	3	1	1	3	2	4	5	5	5	4.75	5	4	4	5	4	4	4.5	4	4	5	4	5	4.5	
244	3	3	4	4	2	2	1.5	2	2	5	5	5	5	5	4	5	5	5	4	5	4.75	4	5	4	5	4	4.5	
245	3	3	3	3	3	1	1	3	2	4	4	5	5	4.5	5	3	5	5	5	4	4.5	5	4	5	4	5	4.5	
246	2	4	4	2	2	2	1.5	2	2	4	4	5	5	4.5	5	5	4	5	4	4	4.75	4	4	4	5	4	4.5	
247	3	2	3	4	3	1	1.5	2	2	5	3	4	5	4.25	5	5	5	4	4	4	4.75	4	5	4	5	4	4.5	
248	3	4	3	3	3	1	1	3	2	5	4	5	5	4.75	5	3	5	5	5	4	4.5	5	5	5	5	5	5	
249	2	3	4	2	4	2	1.5	2	2.5	5	5	5	5	5	4	4	5	5	4	4	4.5	5	4	5	4	5	4.5	
250	2	2	4	2	4	2	2	1	2	4	5	5	5	4.75	4	5	5	4	4	5	4.5	5	5	5	4	5	4	4.5
251	3	2	2	4	4	2	1.5	3	2	5	4	5	5	4.75	5	5	4	4	4	4	4.5	5	4	5	4	5	4.5	
252	4	4	3	3	2	1	1	3	2	4	3	5	5	4.25	4	5	4	4	4	4	4.25	5	5	5	5	4	4	4.5
253	3	2	3	3	4	1	1	2	2	5	4	5	4	4.5	4	4	4	4	4	4	4	4	3	5	4	5	4	4.5
254	2	2	4	4	3	1	1	2	2	4	5	5	5	4.75	4	5	4	4	4	4	4.25	5	5	5	5	5	5	5
255	3	4	2	2	3	1	1	2	2	5	5	5	5	5	5	5	5	4	4	4	4.75	4	5	5	4	5	4	4.5
256	2	3	3	2	3	1	2	1	2	5	5	4	5	4.75	4	4	5	5	5	5	4.5	5	5	5	4	4	4	4
257	3	3	3	3	4	1	1	3	2	4	3	5	5	4.25	5	5	5	5	5	5	5	5	5	5	4	4	4	4.5

258	3	3	3	3	2	3	2.8	1	2	1.5	2	3	2.5	5	4	4	5	4.5	4.75	4	5	4.5	5	4	4.5		
259	2	3	3	3	3	1	2.4	1	1	1	3	3	3	4	4	5	5	4.5	4.5	5	3	4	4	5	4.5		
260	2	4	2	3	3	3	2.8	1	1	1	3	1	2	4	5	5	5	4.75	4.75	5	4	4.5	5	5	5		
261	2	4	3	2	3	3	2.8	2	2	2	1	3	2	5	5	5	5	5	4	4	5	5	5	4	4.5		
262	3	3	3	4	3	3	3.2	2	1	1.5	2	2	2	5	5	5	5	5	5	5	5	5	5	5	5		
263	2	3	4	3	3	3	3	2	2	2	2	2	2	5	3	5	4	4.75	4.25	5	5	5	4	4	4		
264	2	3	2	2	3	3	2.4	1	1	1	1	3	2	4	4	5	5	4.5	4.5	5	5	5	4	4	4.5		
265	3	2	3	4	3	3	3	2	1	1.5	3	1	2	5	5	4	5	4.75	4.75	5	5	5	4	5	4.5		
266	2	4	3	3	3	3	3	1	1	1	2	1	1.5	5	5	5	5	5	4.5	5	5	5	5	5	5		
267	3	3	3	4	2	2	3	1	2	1.5	3	1	2	5	4	5	4	5	4.5	5	5	5	4	5	4.5		
268	3	2	2	3	3	3	2.6	1	1	1	2	2	2	4	4	5	5	4.5	4.25	5	3	4	5	5	5		
269	2	4	3	2	3	3	2.8	2	1	1.5	1	2	1.5	5	5	5	4	5	4.75	5	4	4.5	5	4	4.5		
270	4	3	3	3	3	3	3.2	1	2	1.5	2	2	2	4	5	5	5	4.75	4.75	5	5	5	5	5	5		
271	3	3	3	3	2	2	2.8	2	1	1.5	3	2	2.5	4	4	4	4	4	4	4	5	5	5	5	5		
272	2	3	3	3	3	3	2.8	1	1	1	2	2	2	5	5	4	5	4.75	5	5	5	5	5	5	5		
273	3	3	4	2	4	4	3.2	2	1	1.5	2	2	2	4	5	5	5	4.75	4.5	5	5	5	4	5	4.5		
274	2	3	3	4	4	4	3.2	2	2	2	3	1	2	5	5	4	5	4.75	4.75	5	5	5	5	4	4.5		
275	3	4	3	2	2	2	2.8	2	1	1.5	3	1	2	5	5	5	5	5	4.75	5	5	5	5	5	5		
276	2	3	2	2	3	3	2.4	2	1	1.5	2	2	2	4	5	5	5	4.75	4	4	5	5	4	4	4		
277	3	3	2	3	3	3	2.8	1	2	1.5	3	1	2	5	5	4	4	5	4.5	4	5	5	5	4	4.5		
278	2	4	3	3	2	2	2.8	1	1	1	1	3	2	5	5	4	5	4.75	4.75	5	5	5	5	5	5		
279	3	3	2	2	2	2	2.4	2	2	2	2	2	2	5	4	5	5	4.75	4.5	5	5	5	4	5	4.5		
280	3	3	3	4	3	3	3.2	1	1	1	2	1	1.5	5	5	5	5	5	4.5	5	5	5	5	5	5		
281	2	4	4	3	3	3	3.2	2	1	1.5	3	2	2.5	5	5	4	5	4.75	4.75	5	5	5	4	4	4		
282	3	3	2	2	2	2	2.4	1	2	1.5	1	3	2	5	5	4	5	4.75	4.75	5	5	5	5	5	5		
	Problem Solving										RM	CR			CE.			RD			Inaction			FD			
μ	2.65	3.09	3.02	2.89	2.89	2.89		1.43	1.28		2.09	2.04		4.63	4.57	4.78	4.91		4.61	4.52	4.48	4.57		4.8	4.7	4.63	4.59
	2.908695652							1.358696			4.722826087			4.543478261			4.75			4.608696							
SD	0.6	0.63	0.68	0.74	0.67	0.67		0.5	0.46		0.76	0.79		0.49	0.69	0.42	0.28		0.49	0.62	0.59	0.5		0.45	0.55	0.49	0.54

3.3 Indonesian Data: Government (Project Manager)

	Problem Solving				μ	RM		μ	CR		μ	Conflict Esc.				μ	R Deterioration				μ	Inaction		μ	FD		μ	
	11	12	1	2		16	9		10	17		19	18	7	8		15	13	21	14		6	5		3	4		
283	4	4	3	3	5	3.8	5	4	4.5	5	4	4.5	1	2	1	1	1.25	2	1	2	2	1.75	2	3	2.5	2	2	2
284	3	4	5	4	4	4	4	5	4.5	4	4	4.5	1	1	2	1	1.25	1	1	1	1	1	1	2	1.5	2	2	2
285	4	3	4	4	5	4	5	5	5	5	3	4	1	1	1	1	1	1	2	2	1	1.5	2	2	2	3	2	2.5
286	4	4	4	4	4	4	4	4	4	4	4	3.5	1	2	1	1	1.25	2	1	1	1	1.25	1	1	1	2	1	1.5
287	3	3	4	5	5	4	5	5	5	5	2	3.5	1	1	1	1	1	1	2	2	1	1.5	2	2	2	2	2	2
288	3	4	5	4	4	4	5	5	5	5	3	5	1	2	1	1	1.25	1	1	2	2	1.5	1	2	1.5	2	1	1.5
289	5	4	4	3	5	4.2	5	4	4.5	3	5	4	1	2	1	1	1.25	1	1	1	1	1	2	2	2	2	2	2
290	4	4	5	3	4	4	4	4	4	4	3	3.5	1	1	2	2	1.5	2	1	2	1	1.5	1	1	1	3	1	2
291	4	4	4	3	5	4	5	4	4.5	5	3	4	1	1	1	2	1.25	1	2	1	2	1.5	2	2	2	2	1	1.5
292	3	5	5	4	5	4.4	4	4	4	3	4	3.5	1	2	1	1	1.25	1	1	1	1	1	2	2	2	2	2	2
293	5	4	4	3	5	4.2	4	4	4	3	5	4	1	2	1	1	1.25	1	2	1	2	1.5	2	2	2	3	2	2.5
294	3	4	5	4	4	4	5	4	4.5	4	4	4	1	1	2	2	1.5	2	2	1	1	1.5	2	1	1.5	2	1	1.5
295	4	5	5	3	4	4.2	4	4	4	5	4	4.5	2	1	1	1	1.25	1	1	2	2	1.5	3	1	2	2	2	2
296	4	3	4	4	5	4	4	4	4	4	4	4	1	1	1	1	1	1	1	2	1.25	3	2	2.5	3	2	2.5	
297	4	4	4	3	5	4	4	5	4.5	5	4	4.5	2	1	2	1	1.5	1	1	1	1	1	2	2	2	2	3	2.5
298	4	4	4	3	5	4	4	5	4.5	4	5	4.5	1	1	2	2	1.5	2	1	2	1	1.5	2	3	2.5	2	2	2
299	5	3	5	4	4	4.2	4	5	4.5	4	4	4	1	1	1	1	1	1	2	1	2	1.5	2	1	1.5	2	2	2
300	3	3	4	4	5	3.8	5	5	5	4	4	4	1	1	1	2	1.25	1	1	1	1	1	2	2	2	3	2	2.5
301	4	4	3	3	5	3.8	4	4	4	4	4	4	1	1	2	1	1.25	2	1	1	2	1.5	2	1	1.5	2	1	1.5
302	4	3	5	4	4	4	4	5	4.5	3	5	4	1	1	2	2	1.5	1	2	1	1	1.25	2	2	2	2	2	2
303	4	4	4	3	5	4	5	5	5	3	5	4	2	1	1	1	1.25	2	1	2	2	1.75	1	2	1.5	2	2	2
304	3	4	4	3	5	3.8	5	5	5	4	4	4	2	1	1	1	1.25	1	1	1	1	1	1	1	1	3	1	2
305	4	4	5	3	4	4	4	4	4	5	3	4	1	1	1	1	1	1	1	1	1	1.25	1	2	1.5	1	2	1.5
306	4	3	5	4	4	4	5	5	5	3	5	4	1	1	1	2	1.25	2	1	2	2	1.75	1	1	1	3	3	3
307	4	4	4	3	5	4	5	4	4.5	5	3	4	1	1	2	1	1.25	2	2	1	1	1.5	2	2	2	2	2	2
308	3	4	4	5	5	4.2	5	4	4.5	5	4	4.5	2	1	2	1	1.5	1	1	1	1	1	1	2	1.5	3	3	3
309	3	4	4	4	5	4	4	4	4	4	4	4	1	1	2	2	1.5	2	2	2	2	2	2	2	2	2	2	2
310	4	3	5	4	4	4	5	5	5	3	5	4	1	1	2	2	1.5	1	1	1	1	1	1	3	2	3	2	2.5
311	4	4	4	3	5	4	5	4	4.5	3	5	4	2	1	1	1	1.25	1	2	2	1	1.5	2	2	2	2	2	2.5

312	4	4	4	4	3	5	4	4	4.5	4	4	4	1	1	1	2	1.25	2	1	1	2	1.5	2	2	2	1	1.5
313	5	4	4	4	3	5	4.2	5	5	4	4	4	2	1	1	1	1.25	2	1	2	1	1.5	2	2	2	3	2.5
314	4	3	4	4	5	5	4.2	5	4	4	4	4	1	1	2	1	1.25	1	1	1	1	1	2	1	2	2	2
315	4	5	5	3	4	4	4.2	5	5	4	4.5	4	1	1	2	1	1.25	1	2	1	2	1.5	1	2	2	1	1.5
316	4	4	4	4	3	5	4	5	4	4	4	4	1	2	1	1	1.25	2	2	2	1	1.75	2	1	3	2	2.5
317	3	3	4	5	5	4	4	4	4	4	4.5	4	1	1	2	2	1.5	2	1	1	2	1.5	2	1	2	2	2
318	5	3	4	4	5	4	4.2	5	4	4	4	2	1	1	1	1.25	1	1	2	2	1.5	1	2	2	2	2	2
319	5	3	5	3	4	4	4	5	4	5	3	4	1	1	1	2	1.25	1	2	1	1	1.25	1	2	2	2	2
320	3	4	4	4	4	5	4	5	4	4	3	3.5	2	1	1	1	1.25	1	1	1	2	1.25	1	1	2	2	2
	Problem Solving												CE			RD			Inaction			FD					
μ	3.87	3.76	4.29	3.61	4.66	4.58	4.42	4.05	4	1.24	1.18	1.37	1.32	1.39	1.34	1.37	1.42	1.68	1.76	2.24	1.89						
	4.036842105						4.5	4.02632	1.276315789	0.43	0.39	0.49	0.47	0.5	0.48	0.49	0.5	1.381578947	1.72368	2.06579	0.49	0.61					
SD	0.66	0.59	0.57	0.68	0.48	0.5	0.5	0.77	0.74	0.448653149	0.448653149	0.448653149	0.448653149	0.448653149	0.448653149	0.448653149	0.448653149	0.57	0.59	0.57	0.61	0.57962	0.57962	0.57962	0.57962	0.57962	0.57962

3.4 Malaysian Data of Negotiation Outcome

	Problem Solving						μ	RM		μ	CR		Conflict Esc.			μ	R Deterioration			μ	Inaction		FD		μ		
	11	12	1	2	16		9	10	4	4	20	17	19	18	7	8	2.3	15	13	21	14	6	5	3	4	2.5	
1	3	2	4	4	4	3.4	4	4	4	4	4	2	2	2	3	2	2.3	3	2	2	2	2	2	2	2	2.5	
2	4	2	4	4	3	3.4	3	5	4	3	2	2	3	4	3	2	3	3	2	2	2	3	2	3	4	2	3
3	4	3	4	4	4	3.8	4	3	3.5	4	2	2	2	2	2	3	2.3	2	3	3	3	4	4	3	3	3	3
4	4	4	4	3	3	3.6	4	4	4	3	4	3	4	4	4	4	4	4	3	4	4	4	4	3	3	3	3
5	4	3	4	4	3	3.6	3	3	3	3	2	2	2	2	3	3	2.5	3	3	2	3	3	3	3	3	3	3
6	3	3	3	4	4	3.4	4	5	4.5	4	4	4	4	4	3	3	3.5	3	3	3	3	4	3	4	3	3.5	3.5
7	3	3	5	5	4	4	3	3	3	3	4	2	2	2	1	3	2	2	1	1	1	1	3	2	2	1	1.5
8	3	3	4	4	4	3.6	4	3	3.5	4	3	3	2	4	4	3	3.3	2	2	2	3	3	4	3	3	3	3
9	5	2	5	5	4	4.2	4	5	4.5	4	3	3	2	2	3	2	2.3	4	1	3	3	4	4	3	2	2.5	2.5
10	3	3	3	4	3	3.2	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
11	3	3	4	4	4	3.6	4	5	4.5	4	3	3	2	3	3	3	2.8	3	2	2	2	3	3	3	4	2	3
12	5	2	4	4	5	4.2	4	5	4.5	4.5	5	2	2	2	2	2	2	1	1	1	1	4	4	4	4	2	3

4 Output of Multiple Regression Analysis

4.1 Indonesian Survey

(1) Problem Solving

<i>Regression Statistics</i>	
Multiple R	0.898186
R Square	0.806738
Adjusted R Square	0.80366
Standard Error	0.249147
Observations	320

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	5	81.36261497	16.27252	262.1468	9.1536E-110
Residual	314	19.49126003	0.062074		
Total	319	100.853875			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	0.460727	0.231148	1.993215	0.047102948	0.00593294	0.915521	0.005933	0.915520838
Collaborating	0.328121	0.02758	11.89694	3.4172E-27	0.27385567	0.382387	0.273856	0.382386795
Accomodating	0.221851	0.02717	8.165212	7.88646E-15	0.168391882	0.275309	0.168392	0.27530928
Competing	-0.055827	0.025812	-2.162876	0.031305167	-0.106612932	-0.005042	-0.106613	-0.005041746
Compromising	0.395508	0.033641	11.75669	1.08521E-26	0.329317742	0.461699	0.329318	0.461698705
Avoiding	0.112667	0.033958	3.317825	0.001013774	0.045852952	0.179482	0.045853	0.179481563

(2) Relationship Maintained

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.926506
R Square	0.858413
Adjusted R Square	0.856159
Standard Error	0.520034
Observations	320

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	5	514.8333532	102.9667	380.7444	6.1256E-131
Residual	314	84.91664684	0.270435		
Total	319	599.75			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	2.472799	0.482465	5.125344	5.20014E-07	1.523526465	3.422073	1.523526	3.422072509
Collaborating	0.630545	0.057567	10.95318	7.33223E-24	0.517278187	0.743811	0.517278	0.743810814
Accomodating	-0.37748	0.056711	-6.656177	1.25341E-10	-0.489062622	-0.265898	-0.489063	-0.265898261
Competing	-0.319973	0.053876	-5.939111	7.59543E-09	-0.425975594	-0.21397	-0.425976	-0.213970165
Compromising	0.383542	0.070218	5.462177	9.58137E-08	0.245384939	0.521698	0.245385	0.52169837
Avoiding	-0.156454	0.07088	-2.207324	0.028014412	-0.2959128	-0.016995	-0.295913	-0.016995203

(3) Conflict Reduction

SUMMARY OUTPUT

Regression Statistics		ANOVA				
		df	SS	MS	F	Significance F
Multiple R	0.89643					
R Square	0.803586	5	246.8792165	49.37584	256.9329	1.1534E-108
Adjusted R Square	0.800458	314	60.34265847	0.192174		
Standard Error	0.438377	319	307.221875			
Observations	320					

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	1.424148	0.406707	3.501656	0.000529394	0.623932865	2.224364	0.623933	2.224363794
Collaborating	0.161143	0.048528	3.320632	0.001003979	0.065662324	0.256624	0.065662	0.256624153
Accomodating	0.530014	0.047806	11.0867	2.51615E-24	0.435953073	0.624076	0.435953	0.624075529
Competing	-0.390272	0.045416	-8.593307	4.03895E-16	-0.479630287	-0.300915	-0.47963	-0.300914555
Compromising	0.531561	0.059192	8.980296	2.54765E-17	0.415098161	0.648024	0.415098	0.64802407
Avoiding	-0.118641	0.05975	-1.985636	0.047943229	-0.236201943	-0.001081	-0.236202	-0.001080782

(4) Conflict Escalation

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.930726
R Square	0.866251
Adjusted R Square	0.864121
Standard Error	0.539513
Observations	320

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	5	591.9497203	118.3899	406.7352	8.1328E-135
Residual	314	91.39715468	0.291074		
Total	319	683.346875			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	3.986962	0.500537	7.965376	3.0572E-14	3.00213233	4.971791	3.002132	4.971791371
Collaborating	-0.473222	0.059724	-7.923538	4.04904E-14	-0.590730508	-0.355713	-0.590731	-0.355712748
Accomodating	-0.17596	0.058836	-2.990707	0.003003558	-0.291721412	-0.060198	-0.291721	-0.060198083
Competing	0.609708	0.055894	10.90839	1.0484E-23	0.499735179	0.719682	0.499735	0.719681602
Compromising	-0.615672	0.072848	-8.451482	1.0921E-15	-0.759003798	-0.472341	-0.759004	-0.472340617
Avoiding	0.145727	0.073534	1.981749	0.04837907	0.001044298	0.290409	0.001044	0.290409189

(5) Relationship Deterioration

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.934389
R Square	0.873082
Adjusted R Square	0.871061
Standard Error	0.481276
Observations	320

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	5	500.3222465	100.0644	432.008	2.1911E-138
Residual	314	72.73068322	0.231626		
Total	319	573.0529297			

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	2.751925	0.446507	6.163229	2.18507E-09	1.873401355	3.630449	1.873401	3.630449045
Collaborating	-0.518333	0.053277	-9.729054	1.00303E-19	-0.623157187	-0.413508	-0.623157	-0.413508002
Accommodating	0.276463	0.052485	5.267503	2.57281E-07	0.173196884	0.379729	0.173197	0.379728839
Competing	0.413482	0.04986	8.292823	3.28379E-15	0.315379581	0.511584	0.31538	0.511584278
Compromising	-0.379578	0.064984	-5.841069	1.2958E-08	-0.507438314	-0.251718	-0.507438	-0.251718482
Avoiding	0.245985	0.065597	3.749944	0.000210552	0.116919596	0.37505	0.11692	0.375049507

(6) Inaction

SUMMARY OUTPUT

Regression Statistics		ANOVA							
		df	SS	MS	F	Significance F			
Multiple R	0.911546								
R Square	0.830917	5	555.8730003	111.1746	308.6149	7.3671E-119			
Adjusted R Square	0.828224	314	113.1144997	0.360237					
Standard Error	0.600198	319	668.9875						
Observations	320								

	Coefficients	Standard Error	t Stat	P-value	Lower 95%	Upper 95%	Lower 95.0%	Upper 95.0%
Intercept	1.10691	0.556838	1.98785	0.04769651	0.011304924	2.202514	0.011305	2.202514188
Collaborating	-0.258271	0.066441	-3.8872	0.000123753	-0.388997161	-0.127544	-0.388997	-0.127544248
Accommodating	-0.141684	0.065453	-2.164656	0.031167244	-0.270466846	-0.012901	-0.270467	-0.012901423
Competing	0.856452	0.062181	13.77363	4.34643E-34	0.734108665	0.978795	0.734109	0.978794994
Compromising	-0.304881	0.081042	-3.762024	0.000201055	-0.464335222	-0.145428	-0.464335	-0.145427734
Avoiding	0.301376	0.081806	3.684043	0.000270267	0.140419028	0.462332	0.140419	0.462332118

(7) Further Disagreement

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.897734
R Square	0.805926
Adjusted R Square	0.802836
Standard Error	0.488156
Observations	320

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	5	310.7248357	62.14497	260.7882	1.7645E-109
Residual	314	74.82516431	0.238297		
Total	319	385.55			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	2.442002	0.452891	5.392034	1.37208E-07	1.550917821	3.333085	1.550918	3.333085468
Collaborating	-0.276884	0.054038	-5.123836	5.23869E-07	-0.383207405	-0.170561	-0.383207	-0.170560932
Accomodating	-0.108154	0.053235	-2.031629	0.043032993	-0.212896033	-0.003411	-0.212896	-0.003411356
Competing	0.568092	0.050573	11.2331	7.73928E-25	0.468587165	0.667597	0.468587	0.667596938
Compromising	-0.235597	0.065913	-3.574341	0.000406303	-0.365285083	-0.105909	-0.365285	-0.105909305
Avoiding	0.213812	0.066535	3.213537	0.001447311	0.082901498	0.344722	0.082901	0.344721811

4.2 **Malaysian Survey**

(1) Problem Solving

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.238465
R Square	0.056866
Adjusted R Square	-0.13962
Standard Error	1.959491
Observations	30

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	5	5.556161	1.111232	0.289413	0.914164
Residual	24	92.15051	3.839604		
Total	29	97.70667			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	1.358966	3.719539	0.365359	0.718044	-6.31779	9.035718	-6.31779	9.035718
Collaborating	1.120409	1.071187	1.045951	0.306004	-1.09041	3.33123	-1.09041	3.33123
Accommodating	0.351081	0.980805	0.357952	0.723508	-1.6732	2.375362	-1.6732	2.375362
Competing	-0.0666	0.751397	-0.08864	0.930106	-1.61741	1.484206	-1.61741	1.484206
Compromising	-0.76454	0.862249	-0.88668	0.384053	-2.54413	1.01506	-2.54413	1.01506
Avoiding	0.035359	0.517816	0.068285	0.946125	-1.03336	1.104079	-1.03336	1.104079

(2) Relationship Maintained

SUMMARY OUTPUT

<i>Regression Statistics</i>		ANOVA				
		<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Multiple R	0.346909					
R Square	0.120346	5	1.283688	0.256738	0.656689	0.659463
Adjusted R Square	-0.06292	24	9.382979	0.390957		
Standard Error	0.625266	29	10.66667			
Observations	30					

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	3.559845	1.186891	2.999304	0.006216	1.110224	6.009467	1.110224	6.009467
Collaborating	0.428632	0.341812	1.254	0.221919	-0.27683	1.134096	-0.27683	1.134096
Accommodating	-0.12859	0.312971	-0.41087	0.684817	-0.77453	0.517351	-0.77453	0.517351
Competing	-0.28207	0.239768	-1.17644	0.250958	-0.77693	0.212785	-0.77693	0.212785
Compromising	-0.06302	0.27514	-0.22904	0.820775	-0.63088	0.504843	-0.63088	0.504843
Avoiding	0.067497	0.165233	0.408497	0.68653	-0.27353	0.408522	-0.27353	0.408522

(3) Conflict Reduction

SUMMARY OUTPUT Conflict Reduction

<i>Regression Statistics</i>		ANOVA						
			<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Multiple R	0.281637							
R Square	0.079319		5	0.742957	0.148591	0.413534	0.834621	
Adjusted R Square	-0.11249		24	8.62371	0.359321			
Standard Error	0.599434		29	9.366667				
Observations	30							
<i>Coefficients</i>		<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>	
Intercept	2.562883	2.252379	0.033717	0.214464	4.911303	0.214464	4.911303	
Collaborating	0.041636	0.127059	0.899952	-0.63468	0.717956	-0.63468	0.717956	
Accomodating	-0.07978	-0.2659	0.792591	-0.69903	0.539475	-0.69903	0.539475	
Competing	0.041466	0.180397	0.858355	-0.43295	0.515879	-0.43295	0.515879	
Compromising	-0.0749	-0.28396	0.778873	-0.6193	0.469499	-0.6193	0.469499	
Avoiding	0.205041	1.294394	0.207846	-0.12189	0.531976	-0.12189	0.531976	

(4) Conflict Escalation

SUMMARY OUTPUT Conflict Escalation

<i>Regression Statistics</i>		ANOVA						
			<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>	
Multiple R	0.670169							
R Square	0.449127		5	3.780148	0.75603	3.913434	0.009782	
Adjusted R Square	0.334361		24	4.636519	0.193188			
Standard Error	0.439532		29	8.416667				
Observations	30							

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	4.271817	0.834327	5.120075	3.07E-05	2.549851	5.993783	2.549851	5.993783
Collaborating	-0.5724	0.240277	-2.38226	0.025479	-1.06831	-0.0765	-1.06831	-0.0765
Accomodating	0.579137	0.220004	2.6324	0.014593	0.125072	1.033202	0.125072	1.033202
Competing	-0.23004	0.168545	-1.36487	0.184955	-0.5779	0.117818	-0.5779	0.117818
Compromising	-0.18783	0.19341	-0.97114	0.341165	-0.58701	0.211351	-0.58701	0.211351
Avoiding	0.100448	0.116151	0.864803	0.395709	-0.13928	0.340171	-0.13928	0.340171

(5) Relationship Deterioration

SUMMARY OUTPUT

<i>Regression Statistics</i>		<i>ANOVA</i>				
		<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Multiple R	0.613373					
R Square	0.376226	5	4.390085	0.878017	2.895093	0.034909
Adjusted R Square	0.246273	24	7.278665	0.303278		
Standard Error	0.550707	29	11.66875			
Observations	30					

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	2.294142	1.045361	2.194594	0.038109	0.136624	4.451661	0.136624	4.451661
Collaborating	-0.34707	0.301053	-1.15284	0.260329	-0.96841	0.274276	-0.96841	0.274276
Accomodating	0.478571	0.275651	1.73615	0.09536	-0.09034	1.047487	-0.09034	1.047487
Competing	0.324357	0.211177	1.535949	0.137631	-0.11149	0.760205	-0.11149	0.760205
Compromising	-0.43079	0.242331	-1.77768	0.088133	-0.93093	0.069361	-0.93093	0.069361
Avoiding	0.114105	0.14553	0.784064	0.440673	-0.18625	0.414464	-0.18625	0.414464

(6) Inaction

SUMMARY OUTPUT

<i>Regression Statistics</i>	
Multiple R	0.512525
R Square	0.262682
Adjusted R Square	0.109074
Standard Error	0.671446
Observations	30

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	5	3.854862	0.770972	1.710084	0.170638
Residual	24	10.82014	0.450839		
Total	29	14.675			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	2.607085	1.274549	2.045495	0.051917	-0.02346	5.237625	-0.02346	5.237625
Collaborating	-0.63332	0.367056	-1.72541	0.09731	-1.39089	0.124246	-1.39089	0.124246
Accomodating	0.05735	0.336086	0.170642	0.865936	-0.6363	0.750997	-0.6363	0.750997
Competing	0.032015	0.257476	0.12434	0.902082	-0.49939	0.563419	-0.49939	0.563419
Compromising	0.56377	0.295461	1.908102	0.068411	-0.04603	1.173572	-0.04603	1.173572
Avoiding	0.178386	0.177437	1.005351	0.324757	-0.18783	0.544597	-0.18783	0.544597

(7) Further Disagreement

SUMMARY OUTPUT Further Disagreement

<i>Regression Statistics</i>	
Multiple R	0.796304
R Square	0.6341
Adjusted R Square	0.557871
Standard Error	0.448178
Observations	30

ANOVA

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	5	8.354269	1.670854	8.318343	0.000113
Residual	24	4.820731	0.200864		
Total	29	13.175			

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	2.165381	0.85074	2.545292	0.017763	0.40954	3.921221	0.40954	3.921221
Collaborating	-0.84423	0.245004	-3.44577	0.002106	-1.34989	-0.33856	-1.34989	-0.33856
Accommodating	0.542209	0.224331	2.416998	0.023613	0.079211	1.005206	0.079211	1.005206
Competing	-0.0216	0.171861	-0.12567	0.901042	-0.3763	0.333106	-0.3763	0.333106
Compromising	0.374192	0.197215	1.89738	0.069873	-0.03284	0.781224	-0.03284	0.781224
Avoiding	0.273602	0.118436	2.31013	0.029793	0.029163	0.518042	0.029163	0.518042