The Relationship between Interpersonal Competence and Salient and Non-Salient Conflict Strategies of Japanese Students

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Abstract: This study aimed to examine: (a) the influence of interpersonal competence on the preference of Japanese for conflict avoidance which we refer to as non-salient strategies; (b) the influence of non-salient conflict strategies on satisfaction of strategy choice; and (c) a causal model of the three components; interpersonal competence, strategy, and effectiveness. Questionnaires were collected from 205 Japanese university students. A maximum likelihood multi-group mean and covariance structure analysis (MACS) revealed that the relationship among skill, strategy, and effectiveness differed between men and women. For men, hierarchical relationship management had a positive influence on active non-salient strategies and a negative influence on salient strategies, while self-restraint had a positive influence on active non-salient strategies and a negative influence on passive non-salient strategies for women. Our findings also indicated that active non-salient strategies had a positive influence on relational satisfaction for women, while a negative influence for men. While existing studies have not investigated relationships between competence in interpersonal communication and Japanese tendency of conflict avoidance, this study focused on how interpersonal competence and non-salient–salient conflict behaviors were related.

Keywords: Interpersonal conflict, interpersonal competence, conflict avoidance, Japanese culture

1. Introduction

The tendency for Japanese to conceal the fact that there is a conflict between them and another person in their course of interpersonal relationships has been well documented (Ohbuchi, 1991). Ohbuchi and Takahashi (1994) revealed in their comparison of Japanese and Americans on conflict styles that the former preferred to avoid confrontation much more than the latter. Japanese were seen to leave the conflict non-salient in 66% of cases while this figure was only 27% for Americans. Because interpersonal conflict is quite a common occurrence in the Western world, numerous studies on interpersonal conflict strategies have been conducted in these cultures, while there is still a shortage of research in Asia, especially Japan, where interpersonal harmony is the norm. In addition, the majority of Japanese studies simply replicate Western models of conflict strategy (e.g. Rahim, 1983) which are based on Western sample populations.

It is quite obvious that culture plays an important role in the way people manage their conflicts, which is an instrumental component of interpersonal competence. Interpersonal

relationships, which can be the source of both internal and external conflicts, are maintained and cultivated in the process of sending and receiving messages that are appropriate to the nature of the relationship and the circumstances. In fact, so long as an individual is a part of society, interpersonal communication progresses both consciously and unconsciously within our daily lives. Interpersonal competence required for maintenance of interpersonal relationships is not simply about linguistic skills of reading, writing, listening, and speaking. According to Spitzberg and Cupach (1984), competence in interpersonal communication is the ability to achieve one's goals while satisfying expectations of both the relationship and the situation. People require skills to generate expressions that will promote both personal and mutual goals with their relational partner, and must tend to both "effectiveness" in achieving one's goals, and "appropriateness" in meeting the expectations of others (Spitzberg & Cupach, 1989). In other words, interpersonal competence is the ability to maintain and cultivate relationships while achieving one's own personal objectives.

Managing conflict effectively entails a high level of interpersonal competence. One must strive for personal goal achievement while being attentive to the needs of the partner. Particularly in Japan, where social harmony is emphasized, maintenance of a good relationship and group harmony are considered prime objectives of conflict management (Ohbuchi, 1991; Ohbuchi & Tedeschi, 1997; Ohbuchi & Fukushima, 1997; Ohbuchi, Hayashi & Imazai, 2000). In the case of conflicts between Japanese, one indicator of whether people feel that their objectives have been achieved as a result of conflict management is the level of satisfaction with the other party and the state of relationship after the conflict.

2. Interpersonal Competence

Having observed that many studies of interpersonal conflict in Japan simply adopt Western concepts and measures, Takai and Ota (1994) argued for the need to examine culture specific competence components. They developed the Japanese Interpersonal Competence Scale (JICS) to measure culture specific traits of competence. Their factor analysis based on data from both students and working adults revealed the following structure of Japanese interpersonal competence: (a) perceptive ability; (b) self-restraint; (c) hierarchical relationship management; (d) interpersonal sensitivity; and (e) tolerance for ambiguity. According to Takai and Ota (1994), perceptive ability refers to the ability to recognize subtle messages in communication with others, without having to verbally communicate them. Self-restraint refers to the ability to suppress emotions and assertion so as to avoid raising interpersonal conflict. Hierarchical relationship management pertains to the ability to show respect and deference toward superiors, and leadership and dependability toward inferiors, as required by the vertical nature of Japanese society. Interpersonal sensitivity refers to recognizing needs and desires of others, without having to be vocal about them, so as to save face. Finally, tolerance for ambiguity is the management of uncertainty imposed by the indirect nature of communication of others. In contrast to Western measures, JICS encompasses skills in encoding indirect messages and the ability to decipher them, since Japanese culture places an emphasis on other-considerateness.

3. Conflict Strategies

In Japanese society, it may be that people actively avoid open acknowledgment of conflicts as a fundamental social skill (Ohbuchi, 1997). There have been almost no prior studies on how Japanese-style interpersonal competence affects interpersonal conflict management strategies and their outcomes. While Western studies view avoidance strategies as ineffective (e.g. Rahim, 1983), this may not apply to Japanese culture where keeping mum about one's beliefs in order to maintain interpersonal harmony is highly prized. This study examines the connection between Japanese interpersonal competence and the choice of such conflict avoidance which we refer to from hereon as *non-salient strategies.* In a prior study (Nakatsugwa & Takai, 2013) of identifying conflict management skills, we found that we can distinguish between salient and non-salient strategies, and further distinguish the latter into passive and active non-salient strategies. Salient strategy refers to bringing the conflict out into the open, while active non-salient strategy is a concerted effort to conceal the conflict, and passive non-salient strategy employs a less conscious attempt at hiding the conflict.

4. Objectives

Previous studies, by and large, have neglected to measure typically Japanese interpersonal behaviors as intrapersonal factors, nor have they investigated how interpersonal competence and non-salient–salient conflict behaviors may be related. The objectives of this study are to examine: (a) the influence of interpersonal competence on non-salient/salient strategies; (b) the influence of non-salient/salient strategies on satisfaction levels of strategies; and (c) a causal model which subsumes the three components of interpersonal competence, strategy, and effectiveness.

5. Hypotheses

Our first hypothesis is based on findings by Fujimoto and Daibo (2007) that there is a significant correlation between JICS and the "ability to adjust" to maintain good relations and avoid conflict, as well as our findings (Nakatsugawa & Takai, 2013) that considerateness motive has a positive influence on active non-salient strategies and a negative influence on passive non-salient strategies.

    H1: There is a positive causal effect of interpersonal competence on active non-salient
    strategies and a negative effect on passive non-salient strategies.

    Our second hypothesis concerns the effectiveness of each of the three strategies in conflict management. Since no previous studies have classified conflict management strategies on a non-salient–salient axis, we have formed our assumptions based on the five strategies in the dual concern model. In a study of interpersonal conflicts in the workplace, Ohnishi (2002) found that only "integrating strategy" had a significant positive influence on satisfaction. Although our strategy classifications differ from Ohnishi, our review of the scale items suggests that his "passive strategies" subscale is analogous to the combination of our two non-salient strategies. Passive strategies showed a negative influence on satisfaction, although not significant. Thus,

of the two non-salient strategies covered in this study, the more passive and avoidant "passive non-salient strategies" are likely to have a negative influence on satisfaction, and lead us to make the following assumption:

H2: Passive non-salient strategies have a negative influence on satisfaction.

Finally, according to Spitzberg and Cupach (1984), and Spitzberg and Hecht (1984), skilled communication behaviors lead to satisfaction in interactions. In this study, we chose to look at three types of satisfaction: (a) satisfaction toward strategy choice, (b) satisfaction toward communication skills, and (c) relational satisfaction. We proposed a model in which we connected interpersonal competence and satisfaction both directly, and via salient/non-salient conflict strategies. We present our final hypothesis and research question below.

H3: Perceptive ability, self-restraint, hierarchical relationship management, interpersonal sensitivity, and tolerance for ambiguity have a direct positive influence on satisfaction toward strategy choice, a direct positive influence on satisfaction toward communication skills, and a direct positive influence on relational satisfaction.

RQ1: What sex differences exist in the relationships between interpersonal competence, strategy, and effectiveness?

6. Method

6.1. Participants and Procedure

Questionnaires were distributed to 205 Japanese undergraduates enrolled in first through fourth years at a private college in central Japan. A total of 200 valid responses (112 men, 88 women; average age 18.4 years, 97.6% valid response rate) were analyzed.

Participants were instructed, "When responding, please recall times when someone has said or done something which was disagreeable to you." Respondents were asked to fill in the initials of the conflict partner and describe their relationship with him or her. The purpose of this was to help recall recollecting the actual conflict experience.

6.2. Questionnaire Construction

The questionnaire consisted of the following components. All scale items were on a five-point scale.

1) Twenty-two items from Takai and Ota's (1994) Japanese interpersonal competence scale (JICS subscales: perceptive ability (six items), self-restraint (seven items), hierarchical relationship management (three items), interpersonal sensitivity (three items), and tolerance for ambiguity (three items)).

2) Non-salient/salient strategy scales (Nakatsugawa & Takai, 2013) for use with each of the respondents' interpersonal conflict experience. There were five items for salient strategy, seven items for active non-salient strategy, and three items for passive non-salient strategy (see Appendix).

3) Satisfaction with the strategy chosen (one item)– "I am satisfied with the action I took at the time."

4) Self-evaluation of communication skills (one item)–"I felt my communication skills were lacking at the time."
5) Relational satisfaction with the partner after conflict management (one item)–"I am satisfied with my relationship with the partner."

7. Results

7.1. Interpersonal Competence

We conducted factor analysis using the maximum likelihood method for all 22 JICS items. Eigen value changes were 3.83, 2.66, 1.82, 1.54, 1.30, 1.08, .98…, and percentage of variance explained were, in order, 17.38% 12.09% 8.28% 6.99% 5.87% 4.93% 4.44%…, indicating that a five-factor structure was valid. The five factor cumulative contribution rate was 50.61%. Assuming five factors, we again conducted factor analysis using a maximum likelihood method with promax rotation. The results are shown in Table 1. The five-factor structure parallels Takai and Ota's (1994) subscales.

Table 1: Factor structure of the Japanese Interpersonal Competence Scale (JICS)

	I	II	III	IV	V	h^2
Self-Restraint (α=.72)						
9. Even to a superior whom I do not like, I am able to show respect and treat him/her accordingly to his/her status.	**.64**	.04	.08	-.01	-.09	.43
12. When my superior gives me a cumbersome assignment, I am able to accept it without showing reluctance.	**.64**	.14	.03	.10	.19	.47
8. Even if I am mistakenly scolded by my superior for something which I am not responsible for, I am able to show a remorseful attitude.	**.52**	-.15	-.02	.08	-.07	.30
10. In interacting with my someone I do not like, I am able to conceal my negative feelings toward him/her.	**.50**	.14	.12	.12	.00	.30
7. I can act is if I am listening attentatively to someone who is incessantly speaking about something for which I have little interest.	**.49**	.16	-.14	-.06	-.09	.30
13. Even when I hold a strong opposing view, I am able to withhold from expressing it in order to conform to the others in the group.	**.44**	.01	-.05	.17	-.11	.24
11. I can show a humble attitude even toward those whom I dislike.	**.38**	.14	-.02	.08	-.08	.18
Perceptive Ability (α=.72)						
3. When someone is upset with me, I can detect it without having being told.	.12	**.72**	.04	.04	-.03	.53
2. I am able to recognize subtle and indirect messages.	.04	**.59**	-.11	.09	.03	.38
1. Even if I do not receive a clear and definite response, I can understand what is intended.	.04	**.56**	.17	.12	-.05	.36
6. I can sense when a person has something to tell me but is apprehensive about it.	.13	**.52**	.07	.01	.03	.30
4. I can distinguish between a sincere invitation and one intended merely as a gesture of politeness.	.08	**.49**	.18	.15	-.01	.30
5. I am not good at inferring what others think of me.	-.04	**.37**	.24	.11	-.22	.25
Interpersonal Sensitivity (α=.72)						
17. I can indirectly convey a feeling of affect toward someone of the opposite sex.	-.04	.08	**.82**	-.05	.02	.68
19. I am able to sense when a person of the opposite sex is implying a feeling of a affect toward me.	.01	.08	**.67**	.07	.07	.37
18 I can convey a difficult message to a person without being explicit.	.04	.26	**.50**	.06	.22	.47

Hierarchial Relationship Management (α=.62)

16. I can distinguish the proper persons and siturations in which I should use honorifics and polite language.	.03	.22	.11	**.71**	.10	.58
14. I make it a habit to use honorifics and speak politely to my superiors.	.29	.05	-.12	**.54**	.01	.39
15. When I have something important to discuss with my superior, I can distinguish the proper time and place in which to bring it up.	.21	.29	.18	**.41**	-.03	.34

Tolerance for Ambiguity (α=.56)

20. I lack skill in interacting with someone who does not openly express his/her emotions.	-.02	-.01	.05	-.06	**.58**	.34
21. I lack skill in dealing with someone who does not take a firm "yes" or "no" stance.	-.05	-.06	.01	.07	**.57**	.34
22. When my opinion differes with another person's, I cannot withhold from asserting my views.	-.25	-.01	.19	.08	**.49**	.34

Eigen Value	2.16	2.15	1.66	1.12	1.10	8.19
Percentage Variance	9.82	9.78	7.54	5.10	5.00	37.18

To examine the internal consistency of the items corresponding to the factors in JICS, we calculated α coefficients for each subscale: α=.72 for the seven "self-restraint" items, α=.72 for the six "perceptive ability" items, α=.72 for the three "interpersonal sensitivity" items, α=.62 for the three "hierarchical relationship management" items, and α=.56 for the three "tolerance for ambiguity" items. All items had greater than .35 factor loading and there was no double loading. Although internal consistency for tolerance for ambiguity was somewhat low, we determined that it did not warrant reexamination and decided to go ahead overall with analysis of Takai and Ota's (1994) subscales.

7.2. Non-Salient–Salient Strategies

For the three non-salient–salient strategies, we calculated α coefficients for each of the strategy subscales: α=.82 for active non-salient strategies, α=.56 for passive non-salient strategies, and α=.69 for salient strategies. Although internal consistency was somewhat low for passive non-salient strategies, we decided to go forward with analysis considering that the number of items was small and that the values did not necessitate re-examination. The items and factor structure can be found in the article of Nakatsugawa and Takai (2013).

7.3. Causal Model with Interpersonal Competence, Strategies, and Effectiveness

In order to test Hypotheses 1 through 3, we proposed a causal model consisting of interpersonal competence (five JICS skills) as the predictor variable, conflict strategies (three non-salient–salient strategies) as the mediator variable, and conflict management effectiveness (satisfaction with chosen strategy, self-evaluation of communication skills, and relational satisfaction) as the outcome variables. Prior to testing the model, we first examined correlations for all variables, using total data and then, separately for each sex. There were an adequate number of significant correlations indicating that a test of the model was appropriate. We conducted a maximum likelihood multi-group mean and covariance structure analysis (MACS). We tested models assuming influence from interpersonal competence to effectiveness via strategy, and also direct influence from interpersonal competence to effectiveness. First we

conducted a configural invariant analysis in which all path coefficients were assumed to differ by sex. Goodness of fit (χ^2 (48)=44.82 (p=.60), GFI= .962 , CFI=.999, RMSEA=.000) was satisfactory for both populations and configural invariance was apparent.

In order to examine group differences related to path coefficient estimates, we tested for differences between parameters. There were significant differences in the path from self-restraint to active non-salient strategies (C.R.=2.15), perceptive ability to active non-salient strategies (C.R.=2.16), hierarchical relationship management to salient strategies (C.R.=2.06), active non-salient strategies to satisfaction with the relationship (C.R.=2.97), and interpersonal sensitivity to satisfaction with the relationship (C.R.=2.81).

Next, we added equality constraints to the parameters that had significant differences and analyzed the same model assuming a homogeneous group. Goodness of fit dropped significantly (χ^2 (79)= (p<.05), GFI= .923, CFI=.867, RMSEA=.042). From this, we decided to employ an invariant model for the heterogeneous group. Figure 1 (men) and Figure 2 (women) depict significant paths only, along with standardized estimates (error variable and covariance are omitted).
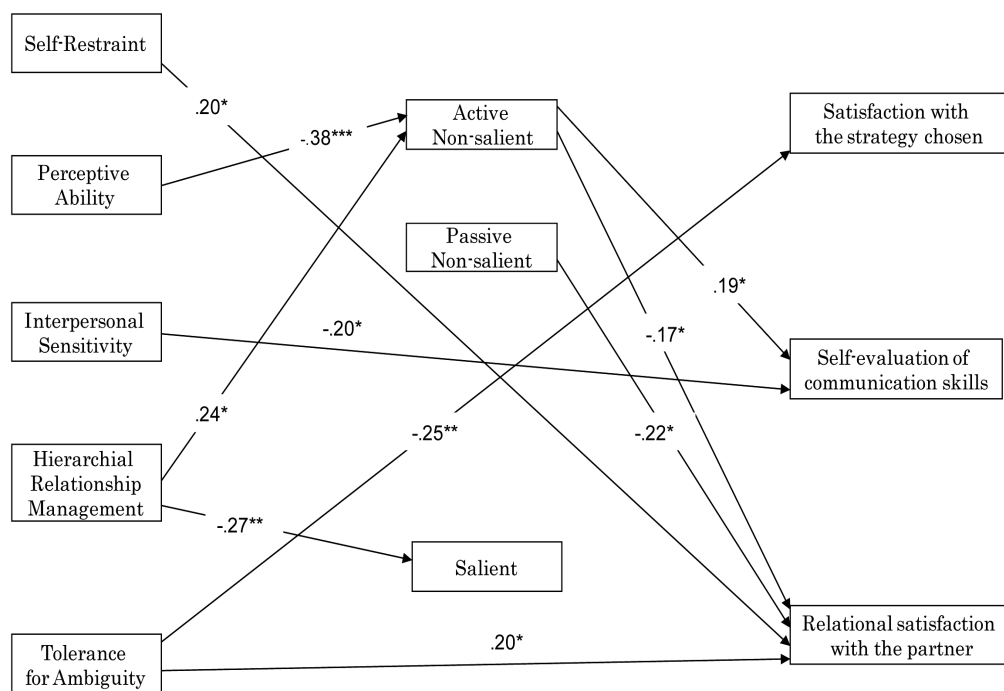

Figure 1. Causal model with interpersonal competence, strategies, and effectiveness (Men)
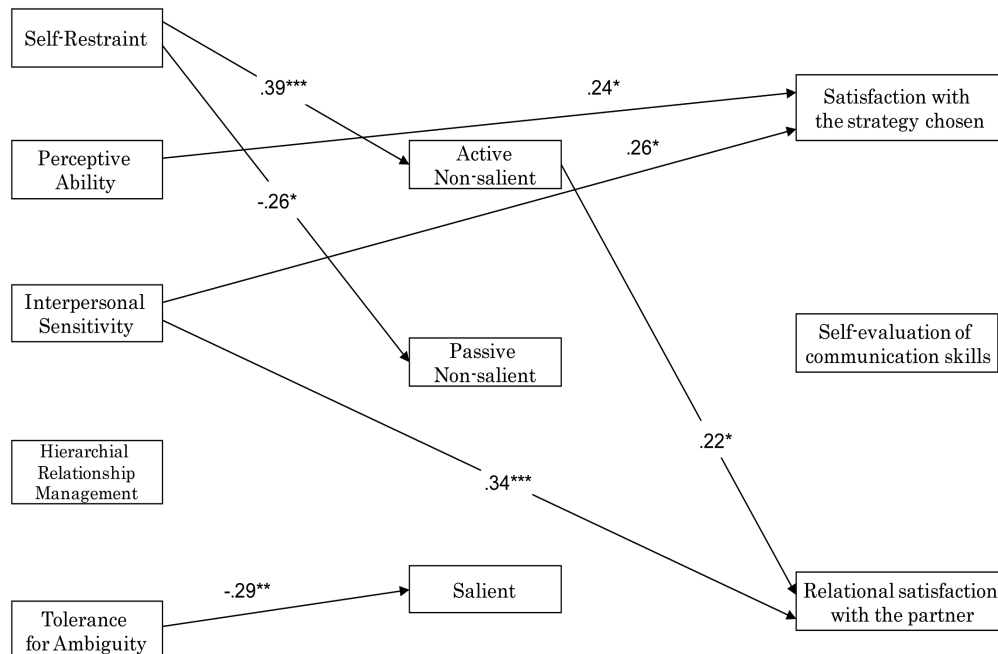*p<.05　**p<.01　***p<.001

Figure 2. Causal model with interpersonal competence,
strategies, and effectiveness (Women)
*p<.05   **p<.01   ***p<.001

7.4. Influence of Interpersonal Competence on Strategy

Our analyses indicated that for women, self-restraint had a positive influence on active non-salient strategies and a negative influence on passive non-salient strategies. For men, perceptive ability had a negative influence on active non-salient strategies. Hierarchical relationship management had a positive influence on active non-salient strategies and a negative influence on salient strategies for men. Tolerance for ambiguity appeared to have a negative influence on passive non-salient strategies for women. Interpersonal sensitivity did not influence any of the non-salient–salient strategies. Hypothesis 1 was therefore only partially supported.

7.5. Influence of Each Strategy on Satisfaction after Conflict Management

For Hypothesis 2, dealing with the relationship between the three non-salient–salient strategies and three variables of effectiveness, our findings indicated that, for men, active non-salient strategies had a positive influence on feeling of inadequate communication and a negative influence on relational satisfaction, while passive non-salient strategies had a negative influence on relational satisfaction. For women, active non-salient strategies had a positive influence on relational satisfaction. Hypothesis 2 was partially supported only for men.

7.6.   Influence of Interpersonal Competence and Strategy on Results of Conflict Management

For men, self-restraint had a positive influence on relational satisfaction, while interpersonal sensitivity had a negative effect on self-evaluation of communication skills, tolerance for ambiguity positively affected relational satisfaction, and negatively affected satisfaction with chosen strategy. For women, perceptive ability had a positive influence on satisfaction with chosen strategy, and interpersonal sensitivity positively affected satisfaction with chosen strategy and relational satisfaction. Therefore Hypothesis 3 was partially supported.

8. Discussion

Based on the real life experiences of our participants, the analyses in this section examined the relationship between the three non-salient–salient strategies identified in Nakatsugawa and Takai (2013) and interpersonal competence as a determining factor, and effects on satisfaction after conflict management. Hypothesis 1, in which we predicted a positive relationship between interpersonal competence and active non-salient strategies, and a negative relationship between passive non-salient strategies, was partly supported. Self-restraint had a positive influence on active non-salient strategies and a negative influence on passive non-salient strategies for women, while hierarchical relationship management had a positive influence on active non-salient strategies and a negative influence on salient strategies for men. Hierarchical relationship management, which includes normative communication skills such as the ability to make adjustments according to party or place, e.g. in the use of polite language with superiors, suggests that men choose non-salient–salient strategies as social norms. The fact that perceptive ability had a significant negative influence on active non-salient strategies for men, suggests the possibility that while men may be aware of variations in strategy depending on the circumstances and the emotions of a partner, they may not have the ability to apply them and they depend instead on safe, normative strategy patterns. In the case of women, active non-salient strategies were influenced by high self-restraint skills in hiding true feelings for the sake of harmony, and the fact that there was a significant negative path from tolerance for ambiguity to salient strategies suggests that these strategies may surface from inability to tolerate ambiguity. If tolerance for ambiguity is high, there is no need to determine whether a partner's reaction is affirmative or negative. If this is followed by self-restraint, then it may lead to the choice of active non-salient strategies. There was a negative influence from self-restraint to passive non-salient strategies, and like the negative relationship with considerateness motive discussed in Nakatsugawa and Takai (2013), this may suggest that passive non-salient may have more to do with lack of skill than strategic choice. In other words, passive non-salient is non-salient done poorly.

Hypothesis 2 on psychological effects after conflict management was supported only in the case of men, and passive non-salient strategies had a negative influence on satisfaction with the relationship. Among men, active non-salient strategies had positive influence on feeling of inadequate communication and a negative influence on satisfaction with the relationship. That is, both types of non-salient strategies negatively influenced satisfaction. Although active non-

salient strategies were categorized as strategic in Nakatsugawa and Takai (2013), our results indicate that they lead users to feel that they are lacking in communication skills. This may be because, for male college students, ideal communication skills are geared more towards the ability to freely express their own opinions and thoughts rather than the ability to attend to the opinions of others. In the case of women, active non-salient strategies positively influenced satisfaction with the relationship. For both men and women, salient strategies did not have a significant influence on satisfaction with the behavior, feeling of inadequate communication, or satisfaction with the relationship after conflict management, and our results did not match Ohbuchi's (1991) findings that satisfaction levels were higher for salient rather non-salient strategies. When measuring the effectiveness of conflict management strategies, we should consider the satisfaction of the partner as well as of the person implementing the strategy. Furthermore, we can evaluate strategies not only in terms of degree of satisfaction but also in terms of effectiveness or appropriateness for dissolving misunderstandings and resolving problems. As a developing research task, we should continue to examine successive conflict processes using these different approaches.

Although our analysis indicated that interpersonal competence influences satisfaction via strategy and also directly, Hypothesis 3 was only partially supported. First, in the case of men, our analysis suggests that if a man has high self-restraint, hides his true feelings, and resists asserting himself to maintain harmony in an interpersonal relationship, he will be more satisfied with the relationship following conflict. We also found that interpersonal sensitivity had a significant negative influence on feeling of inadequate communication, suggesting that being highly skilled at encoding or decoding sensitive messages will affirmatively influence the ability to choose an appropriate coping strategy during a conflict. Tolerance for ambiguity showed a positive influence on satisfaction with the relationship, and this may be explained by the idea that the harmony in relationships is helped by an ability to reserve judgment rather than immediately regard a partner negatively during conflict. On the other hand, the significant negative path from tolerance for ambiguity to satisfaction with the behavior might indicate that people have an increased desire to clearly understand a situation or person during conflict situations as opposed to other interactions, in which ambiguity would have a negative influence on satisfaction. In the case of women, we found that perceptivity and the ability to recognize small and indirect messages may tie into satisfaction with the behavior, and that interpersonal sensitivity, in the form of skillfully decoding and encoding messages during an interaction, has a positive influence on satisfaction with the relationship.

Regarding our research question, our simultaneous analysis of multiple populations indicated that there were differences between men and women in estimates, even with the same model. We statistically tested differences in path coefficients between men and women. For the interpersonal competence to strategy path, there were significant sex differences in the influence of perceptive ability on active non-salient strategies, self-restraint on active non-salient strategies, and hierarchical relationship management on salient strategies. There were also significant sex differences for the strategy to satisfaction path in the influence of active non-salient strategies on satisfaction with the relationship, and for the interpersonal competence to satisfaction path in the influence of interpersonal sensitivity on satisfaction with the relationship. These differences indicate that non-salience of men results in lower relational

satisfaction, while the opposite was the case for women. This suggests that men prefer to be more open in dealing with conflict, while women are better being non-salient.

9. Conclusion

In conclusion, we found that even within the five interpersonal competence skills, some did not have to do with conflict non-salient and salient behaviors, and that the relationships between skill, strategy, and effectiveness differed between women and men. For men, hierarchial relationship management positively affected active non-salient strategy, while for women, self-restraint had the same effect. For women, active non-salient strategy promoted relational satisfaction with the partner. These results indicated that active non-salient strategies serve as tactical skills for successfully managing relationships. Although our results did not deviate from our hypotheses overall, the relationships between interpersonal competence and the three non-salient–salient strategies were fewer than we expected.

The shortcomings of this study include the following. First, there may have been sampling issues arising from the use of a student sample. Students lack social experience that they would accumulate in a working setting, as most of their interpersonal relationships center around friendships, not superior-subordinate relationships, in which status differences and other interpersonal factors are much more complex. A wider sample, consisting of both students and adults is warranted to give more generalizable conclusions on Japanese cultural tendencies toward conflict strategies. Second, there may have been some issues with the methodology, which centered on remembering a particular conflict in the past. Such personal accounts may have been skewed and biased, as well as inaccurate, and there was no consistency in the situation and relational traits across each account. Perhaps using a vignette method, in which situational and relational factors are controlled, may have produced a more accurate picture of how Japanese respond to a conflict. Also, self-report measures of competence may not be an objective method of assessing competence. This study was a questionnaire study, and as such, we aimed to gather a larger number of samples than we would if we were to assess competence by a third person. In the future, a trade-off between sample size and measurement accuracy may be required.

While this study utilized JICS, looking into specific skills, a wider perspective into the effects of communication skills is necessary. In future studies, more skills, such as self-assertiveness (e.g. Fujimoto & Daibo, 2007) should be looked into. Keeping a conflict non-salient may imply a central role played by assertiveness. Further, non-salient strategies may be more than just trying to maintain interpersonal harmony, but an ego-defensive means to avoid being hurt, as Obuchi (1991) mentions as being a cultural trait of Japanese. Such inner mechanisms arising in non-salientness poses the next challenge to this research.

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Appendix

Salient/Non-Salient Conflict Management Strategy Scale (Nakatsugawa & Takai, 2013) in Japanese with English translations

Active Non-Salient Strategy (seven items)
・自分を抑えて、相手の言ったことに同意する
I hold back and agree with what the other person says.
・不満を言わず、相手の望み通りにする
I do not say that I am bothered and I do as the other person pleases.
・相手の言い分に同意したふりをして、受け流す
I pretend to agree with the other person and just let it go.
・とりあえず謝ることで、その場をおさめる
I apologize just to keep the situation calm.
・相手が喜ぶようなことを言ったり、したりする
I say or do something that the other person would like.
・不快なことを言われなかったこととしてそのまま会話を続ける
I continue the conversation as if nothing bothered me.
・不満は言わず、相手の事情を自分が理解していることを伝える
I tell the other person that I understand his/her circumstances without expressing dissatisfaction.

Passive Non-Salient Strategy (three items)
・何も言わず、不満を表情で表わす
I say nothing and show that I am bothered through my facial expressions.
・何も言わず、無表情でおし黙る
I say nothing and I keep silent and expressionless.

・不満については何も言わずに話を終わらせ、その場を立ち去る
I do not say that I am bothered and I just leave.

Salient Strategy (five items)
・不満を口にして、自分の意見を強く主張する
I express my dissatisfaction, insisting strongly on my opinion.
・冷静に自分の不満を伝え、話し合いをしようとする
I calmly express my dissatisfaction and discuss it with the other person.
・相手のほうが間違っていると責める
I tell the other person that s/he is wrong.
・不満は伝えずに、なぜそんなことを言うのか理由をたずねる
I do not say that I am bothered, but I ask why the other person said or did what s/he did.
・その場では不満を口に出さず、後で本人に伝える
I do not say anything on the spot, but I tell the other person how I feel later.