

members is an expert in the given situation, thus is able to provide a better solution even if it works against somebody else's goals and desired outcomes.

3. *Avoiding* is when a person neither pursues his/her own concerns nor those of the other individuals (Kilman, 2007). This type of situation takes place when one of the parties does not want to participate in the conflict and pays no attention to it. It might happen when one of the parties has no interest in the conflict, does not wish to win the argument or is emotionally unwilling to create any tension, and hoping that the situation would pass by.

4. *Collaborating* implies working together to find a solution that satisfies all parties. The definition of collaboration in many dictionaries can be summed up as cooperation with the other party to express and hear concerns in the effort to find a mutually satisfactory outcome. It is also called a "win-win" scenario which is possible when one takes into consideration the wishes of all parties, broadens the frames of usual solutions and analyzes all of the ideas to create absolutely new and fresh outcome.

5. *Compromising* resolves the conflict with partial satisfaction of both parties. Sadly, it resolves the issue temporary.

These conflict tactics can also be classified into three general groups: integration or working with people, distributive or working against people, and avoidance or working away from other people (Cupach and Canary, 1997). The ultimate goals of any conflict managing technique are to create a positive and conflict free atmosphere at the workplace, find a better solution to a problem and provide long life for the organization and their teams.

Gender Roles in Conflict

Gender roles, which represent learned patterns of behavior, are theoretical constructs that typically involve a set of norms that, within a culture, are considered to be socially appropriate for a specific gender (Roy, 2014).

The interest to the diverse strategies used by men and women in conflict resolution has increased due to a growing number of women in the US labor force, which was over 46% in 2001 (Mujtaba, 2014, p. 196; Mujtaba 2015).

Patricia Gwartney-Gibbs studied the ways in which gender affects conflicts at workplace, their origins, processes and outcomes (Birkhof, 2001, para. 5). Women seem to be more sensitive to conflicts and tend to report more interpersonal types of them while facing disputes based on the assumption of the society on gender stereotypes and work responsibilities.

Comparative studies about men's and women's experiences at workplace conflict disputes and community mediation by Terrell Northrup and Marshall Segall showed that women feel more vulnerable in day-to-day relations, which contributes to women choosing to avoid conflicts as it may cause aggression and violence (Birkhoff, 2001, para. 12).

A number of studies conducted by Holt and Devore (2005) were on gender differences in conflict management styles. They analyzed self-reported data on conflict styles of organization members and came across the conclusion that males in individualistic cultures are more competing, while females are compromising. Sone and Cardona also found that women tend to be more accommodating, compromising or avoiding (Sone, 1981; Cardona, 1995; Thomas and Thomas, 2008, p. 10).

According to the authors' personal observations, men are more fearless and aggressive in conflicts, thus are able to push their way through to top positions and negotiate a higher salary. Based on the report of Institute for Women's Policy Research in 2012, female full-time workers made only 77 cents for every dollar earned by men, a gender wage gap of 23 percent (Institute for Women's Policy Research, 2014).