Emerald Insight

International Journal of Conflict Management

Parent-adolescent conflict and choice of conflict resolution strategy: Familial
holiday planning
Rashmi Singh J. K. Nayak

Article information:

Users who downloaded this article also downloaded:

For Authors

About Emerald www.emeraldinsight.com

Parent-adolescent conflict and choice of conflict resolution strategy
Familial holiday planning

Rashmi Singh and J.K. Nayak
Department of Management Studies,
Indian Institute of Technology Roorkee, Roorkee, India

Abstract

Purpose – The purpose of this paper is to investigate the impact of family communication patterns (FCPs) on adolescents' choice of conflict resolution strategies during family holiday planning.

Design/methodology/approach – The paper is framed by and builds on the literature on the adolescents' choice of conflict resolution strategies and the FCP. The sample was collected using a survey among 400 adolescents in India. Exploratory factor analysis, confirmatory factor analysis and structural equation modelling have been used to analyse the data.

Findings – The paper provides a significant relationship between FCP and the choice of conflict resolution strategies. The study findings suggested that adolescents' choice of resolution strategy depends on the type of communication environment in the family. It has been seen that adolescents have more say in concept-oriented families and use different types of resolution strategies compared to socio-oriented families.

Practical implications – The present study has considerable implications for the marketers and the academicians. Through FCP, marketers will be able to segment the families and, hence, may introduce efficient and competent marketing strategies and promotional campaigns.

Originality/value – The paper offers insights into the choice of conflict resolution strategy by adolescents' in different FCPs. The study has originality and offers value to marketers as it focuses on adolescents, and explores their perceptions about their influence during the decision process.

Keywords Conflict, Negotiation

Paper type Research paper

Introduction

Holiday planning is one of the topics which every individual must have experienced at least once in their lifetime. Such an occasion brings with it lots of memories for everybody involved. However, planning for holidays can involve a lot of debate and conflicts within the unit, i.e. the family. Financial constraints control the ability to spend and thus eliminate certain choices which are expensive and therefore not possible. Another factor that also moderates this decision-making process is the age and status of the family members. Different societies have their own reference groups and opinion leaders, which affect this decision-making process.

In a country like India, which is traditional, and where the opinion leaders are mostly the senior members of the family, the authority of making decisions lies with them. But with changes in societal norms and behaviours in today's world, adolescents have also started voicing their interests, and so their participation is also being given importance

(Ricci and Del, 2004). Decrop (2006) reveals that although adolescents are able to make suggestions, the ultimate decision appears to remain with the parents.

Adolescents' influence on family purchases has received attention from today's marketers. Their influence on the family purchases is increasing because of higher independence given to them in dual earner families, single parent families (Lackman and Lanasa, 1993) or families with higher disposable incomes. Adolescents are no longer submissive to parental choices. They want to get involved and be a part of the planning process. Adolescents are an attractive market not only because of their large share of the population and their increasing consumption habits but also due to their increasing influence on their family purchases (Gaumer and Arnone, 2010). Since the 1980s, researchers have revealed that adolescents' influence varies relative to different variables, which includes decision-making stages (Tinson and Nancarrow, 2007), family composition and environment (Flurry, 2007; Tinson *et al.*, 2008), parental attitudes (Bao *et al.*, 2007; Clarke, 2008) and peer influence (Singh and Nayak, 2014). Thus, consumer marketers must understand the importance of the family as a unit of consumption, in which parents and adolescents jointly make decisions (Decrop, 2006). According to Livin *et al.* (2004), "Families are a predominant social group of people spending their leisure time by going on holiday". It has been seen that some factors like "time constraints" and "emotional responses" are attributed different meanings when adolescents are involved (Ricci and Del, 2004). According to Voigt and Laing (2010), adolescents influence the parental holiday decision by their expressive roles and demands. Interestingly, marketing literature has largely ignored adolescents' "real" impact on family holiday purchases by reducing their involvement in the process. Contrary to this, researchers have been predominantly concerned about the role of the spouse in making decisions, and have consequently downplayed the importance of adolescents' feedback in holiday planning (Wang *et al.*, 2004).

A decision about taking a vacation is a multidimensional pronouncement with different sub-decisions. It is essential to understand how the destination selection is made among family members, and what kind of resolution tactics are used by the adolescents in different family communication environments. This will help the tourism industry and the marketing practitioners to make their communications and promotional strategies accordingly. A stream of studies in family holiday planning was published in the 1980s. However, fewer studies have been documented since the 1990s which focus on adolescents' influence. A large number of studies with respect to the influence of adolescents on planning holidays have been written in Western countries, but very little attention in this sphere has been paid by the researchers in developing countries such as India. In the past 20 years, various demographic and social changes have occurred that may have altered the decision-making process. As a consequence, the existing literature may not be reflective of current family decision-making situations (Lackman and Lanasa, 1993). Hence, an effort is required to study the adolescents' choice of resolution strategies during destination selection.

When people feel a need to travel, their choices differ according to their age. In India, there is a general belief that after a certain age, one needs to visit religious places, and this age-old belief may create large conflicts between the older and the younger generations because the latter are more interested in other destinations such as the sea-side, hilly areas, Disney, etc. Thus, the main focus of this study is to examine the adolescents' choice of different resolution tactics at the time of destination selection in

various family communication environments. The study was performed on Indian adolescents aged 15 to 18 years. Exploratory factor analysis followed by confirmatory and structural equation modelling has been used to analyse the data.

Literature review
In this section, our focus is on the interaction among family members while evaluating and choosing the favourable destination (holiday) for all, specifically with the use of different resolution strategy. In this discussion, literatures on family communication pattern (FCP) and adolescents influence strategies are reviewed. The complexity in the family decision-making is because of three different factors:

(1) likelihood of joint decisions;

(2) role-specification of the family members; and

(3) interpersonal conflict among the family members (Assael, 1998).

During the selection of destination, i.e. holiday planning, a measurable degree of conflict has been seen among the family members on different aspects, such as where to travel, particular location of the visit, budget for the trip, length of the trip, accommodation during the trip, etc. (Kang *et al.*, 2003).

The topic of holiday planning is a cornerstone in consumer behaviour. The purchase of any products or services involves either dependent or independent decisions, which may result in conflict. In particular, the available literature on holiday planning demonstrates that, over the past decades, a large number of studies have been concerned with decision-making during holiday planning, taking into account the input of all family members of all age groups. Familial holiday planning consists of joint economic decision that involves different family members. Thus, the existing literature also refers to the intentions of family members in their decision-making, that is where to go and whether to go in the first instance (Wang *et al.*, 2004). Numerous studies have suggested that family members are usually keen to have holidays together (Kang *et al.*, 2003). The build-up of dynamics within a family during holiday planning depends on the parent–adolescent interaction, which plays a determining role while planning holidays. Recently, the increasing influence of adolescents in family decision has also drawn the attention of marketers and researchers (Flurry, 2007). To fully understand the conflicts that arise during family holiday planning, the respective roles and perspectives of adolescents need to be analysed (Kang *et al.*, 2003).

The active participation of the family members during the decision-making process creates a potential for conflict, as they sometimes disagree or do not always make a decision based on similar factors (Dong and Li, 2007). However, researchers do not specify the exact reasons for such conflict among the family members, who may start quarrelling while deciding upon a favourable destination, due to differences in the preferences of adolescents and parents when both parties get involved in the decision-making process. Here, FCPs and different theories associated with group consumer behaviour have been defined for better understanding of the paper.

Family communication pattern
FCP has a tremendous impact on the adolescents' socialisation and their choice of resolution strategy. It is supposed to affect the influence that adolescents have on their family purchase process. McLeod and Chaffee (1972) have developed a typology in

which the FCP has been divided into two dimensions, one is concept-oriented communication (open communication between parent and child) and the other is socio-oriented communication (emphasising parental control, no open communication). Thus, on the basis of the above-mentioned dimensions, FCP is being divided into four different types: *laissez-faire*, protective, pluralistic and consensual families. *Laissez-faire* means families who are least concerned with the development of any of the dimensions of FCP, i.e. socio- and concept-oriented, as there is little or no communication between parents and child or children. Protective families emphasise the socio-oriented communication pattern, while placing less emphasis on the dimension of a concept-oriented pattern of communication, instead focussing more on obedience and social harmony. Conversely, pluralistic families are highly concerned with concept-oriented dimension, i.e. more emphasis is given to mutual respect and interests. Finally, consensual families focus on both concept and socio-oriented dimensions, i.e. children are encouraged to give their ideas and opinions without disrupting the authority–obedience relationship.

According to Moschis *et al.* (1986), in pluralistic families, i.e. families that place more emphasis on the dimension of concept-orientation, the adolescents generally show their inclination towards and liking of brands; a modern sex role orientation with a syncretic type of decision process. They generally have independence during purchasing. In short, adolescents in such families are quite proficient, skilled and competent consumers. While in protective families, i.e. families more inclined towards the dimension of socio-orientation, adolescents have an almost similar structure to their pluralistic counterparts, but there is still an element of authority–obedience relation. In case of *laissez-faire* families, the adolescents do not have strong preferences for brands, and there is little or no interaction among the family members at the time of conflict. As in consensual families, there is a preference for both a socio- and a concept-oriented FCP, the adolescents are supposed to have a strong brand predilection and positive attitude towards life while still maintaining harmony in their relationships.

Family power theory
According to the family power theory, adolescents' influential power is derived from family power. McDonald (1980) has classified power as "normative", "economic", "affective", "personal" and "cognitive" resources. But according to Flurry and Burn (2005), adolescents utilise three types of resources, such as affective, cognitive and social primarily, while the other two are utilised by parents, as they have a direct influence over the family purchases. McDonald (1980) has found that the different resources to which adolescents adhere serve as the basis through which parents may derive power. The most affective component of adolescents is essentially concerned with "interpersonal relationship and belongingness", while the cognitive component tells about their intelligence.

Cognitive theory
As mentioned above, adolescents do not possess economic as well as normative resources; this does not mean that they are not influential in the family decision process. According to Othman *et al.* (2013), cognitive and affective resources are imperative for adolescents. When adolescents grow up, they are exposed to marketplace knowledge, and so their preferences differ from their family members. According to Flurry (2007),

information, advice and opinions are all considered as social resources. The value of these resources has a positive relationship with the amount of power possessed by individuals in the family decision-making process (Blood and Wolfe, 1960). Any trait or behaviour of an individual, if valued by others, can always be used as a resource that has an influence over decision-making. Cognitive theory is based on the reversal influence. Adolescents have developed more sophisticated information processing and social skills, which give them an ability to manipulate and falsify information from different advertisements, products and services. As their social and information skills develop, they no longer remain dependent on their parents during the decision-making process. Thus, adolescents develop a knowledge base and help parents during holiday planning, having more influence in decision-making, as they can provide valuable information about different tourist spots.

Social exchange theory
Social exchange theory was first introduced by Homans (1958) (cited *in* Othman *et al.*, 2013). This theory is mainly concerned with exchange–reward relationships, i.e. the theory is similar to bilateral strategy. Here, adolescents ask their parents to comply with their needs; however, in return, adolescents are supposed to perform some household chores or assist parents during shopping or other activities. According to Cropanzano and Mitchell (2005), as long as individuals' activities yield them reward, they continue to invest in that activity. Thus, this theory provides an explanation for the reason that adolescents use different strategies to influence their parents because it is not always good to ask for something without offering anything in return. Social exchange theory is quite similar to bilateral strategy. Accordingly, in families where adolescents have an open communication with their parents, they generally provide something in return such as assisting parents during shopping, providing valuable information regarding products and providing various services to fulfil their needs. Thus, all the theories described above are based on various types of resources, and these resources define different tactics, i.e. strategies such as those used by adolescents during holiday planning. Apart from different resources, the age of the child, his or her type of family, family socialisation, etc., will all determine the extent to which adolescents have influence on family purchase decisions and the adolescent's choice of resolution strategies. Psychologist John (1999) suggests that:

> […] competencies are achieved through personally or socially desired outcomes determined by an individual's ability to use two types of resources; those that are unique to the environment and those that are unique to the individuals.

The adolescents' consumer expertise includes information search and interaction with sales people, etc. Furthermore, adolescence is a transition period from childhood to adulthood. Thus, during this period, adolescents prepare themselves for independence and for the responsibilities waiting for them in the near future. According to Shoham and Dalakas (2006), bilateral strategies (e.g. bargaining, persuasion etc.) are generally used by adolescents. Such strategies are often welcomed by the parents, as they encourage their son or daughter to invest these strategies in practical life because of their knowledge about different product categories, and information is sometimes acceptable by the parents (Thomson *et al.*, 2007). Thus, this research uses different

theories to underpin the characteristics that shape adolescents' attitudes and intentions which in turn influence their choices of resolution strategy.

Indian culture

Indian society differs vastly from Western society in terms of values, norms, behaviours, customs, etc. (Jain and Bhatt, 2004). According to Hofstede (2001), the culture is defined as "the collective programming of the mind which distinguishes the members of one group or category from those of another". It acts as a base for people and its environment. If we study the cultural aspects of a society, we come to know that the culture of a community or society is reflected through various facets and attributes of the society such as wisdom, languages, work behaviour and pattern, food, customs, norms, values, religion, etc., and other artefacts, all of which formulate a new society that is different from others (Jain and Bhatt, 2004). Culture is supposed to have influence on people's behaviour by examining people's arrogance, assertiveness, defiance, attitudes and activities (Schiffman and Kanuk, 1997). India has very different yet complicated norms and a variety of languages and customs (Pinto and Sahu, 2001). One of the most important aspects of Indian culture is that elders are given respect and are supposed to have more say in the decision-making process. Their opinions are always "accepted and acted" upon by the youngsters out of a sense of respect, and also because elders are considered to be an authoritative and reliable source of information.

In the past, in a traditional Indian family, communication between parents and children was one-sided:

> Children are expected to listen, respect and obey their parents. Generally, adolescents do not share their personal concerns with their parents because they believe their parents will not listen and will not understand their problems (Medora *et al.*, 2000).

However, in modern families, adolescents seem to play a more substantial role in the decision-making process along with their parents.

According to Kim *et al.* (2009), child-rearing practices commonly reflect the prevailing cultural values of the country. Consequently, FCP varies across different cultures. Culture is considered to be of the powerful forces in regulating both human and consumer behaviour. According to Mourali *et al.* (2005), cultural values are the vehicles that carry ethnically determined values and knowledge from one generation to another. These values are socialised to one group and they pass to the next generation.

It has been seen that culture has an impact on negotiation. Negotiation is a kind of social interaction in which two or more parties try to resolve conflict and hence have incompatible goals (Carnevale and Pruitt, 1992). Different cultural norms and values define both appropriate and inappropriate behaviour of a particular society or community. Therefore, different cultural values that are relevant to norms and strategies for negotiation during conflicts include individualism versus collectivism, egalitarianism versus hierarchy and direct versus indirect communication. Among the several dimensions of the Hofstede model, we have considered selected features because the others are beyond the scope of the study. Hofstede (2001) has established that the USA, the UK, Australia and other Western countries fall within the individualist dimension, whereas Pakistan, Hong-Kong, China and other Asian countries except India fall within the collectivist dimension. India unlike other Asian countries falls within the middle of the continuum, i.e. the culture of India has both individualist and collectivist

characters in nature. According to Hofstede (2001), individualistic approach is mainly concerned with the autonomy of the individual and emphasises "independence and developing an independent self-orientation", while the collectivist approach gives more emphasis to interdependence and social obligations. Here, family members negotiate for a mutually satisfying agreement. These different approaches, when combined with a particular cultural factor such as "high degree of nurturance" or "high degree of restrictiveness" among families in India, have resulted in a degree of autonomy for adolescents, with a choice of resolution strategies at the time of conflict. The researches, which have been conducted on collectivistic culture, indicate that parents are more "protective" and "foster dependency" (Rose, 1999). Therefore, families following a collectivistic approach generally have socio-oriented type of communication. Individualistic parents give more emphasis to "autonomy", "independent thinking" and "reasoning", the type of communication prominent in families which are generally concept-oriented. The other norms of the culture "egalitarianism versus hierarchy" refer to a "flat" versus "differentiated" structure. Egalitarian culture supports "direct, face-to-face negotiations, mediation or facilitated by a peer or group decision making, to resolve conflict". In concept-oriented families, there is also direct and face-to-face negotiation. These concept-oriented families are mainly concerned with egalitarianism, while the socio-oriented families are more concerned with a hierarchical structure. The other dimensions of culture include "high versus low" communication among the family members. In other words, it is another form of the "concept versus socio-oriented" communication pattern. According to Leung (1997), high versus low communication is described as "the willingness of parties in conflict to confront and negotiate directly versus to avoid confrontation and conceal all ill effects or to confront indirectly by involving third parties". Thus, in the above section, we have discussed the Indian culture with respect to norms for negotiation. Hence, a proper knowledge of the culture and negotiation strategies will reduce the uncertainty of the conflict within the family.

Conflict associated with purchasing decisions

Familial conflict is an unavoidable and inevitable part of life. In families, apart from marital conflict, we have also seen parent–adolescent conflict. The most crucial part is how to resolve conflicts. Different researchers have developed different methods and strategies to resolve conflicts. The increase in conflicts between parents and adolescents is a special issue. In an Indian cultural context, the parent–adolescents relationships are basically asymmetrical in nature. According to the resource theory, parents have more authority, power and influence than their adolescents. Sometimes, an imbalance in the power of authority seems to be necessary. In some families, parents have defined acceptable and unacceptable behaviour to their children. Hundreds of researchers believe that an adolescent needs guidance, direction and discipline to grow up as a competent and responsible adult. The conflict between parents and adolescents can be considered a zero-sum game in which either party may win or lose. So, there are at least four possible outcomes during parent–adolescent conflict: "the parent wins and the adolescent loses"; "the adolescent wins and parents lose"; "both parents and the adolescent reach a compromise"; "parents and adolescent reach a win-win solution". "Parents win and adolescents lose" is a primary strategy for authoritarian parents, i.e. in socio-oriented families. In this type of family, the parents generally have unquestioned authority, and the adolescents have to adhere to the rules set by their parents. "The

adolescent wins and parents lose" generally applies to permissive parents, i.e. in concept-oriented families.

Family members resolve their conflicts in different ways, such as bargaining, conflict avoidance, persuasion, problem-solving, etc. As each of the members has different requirements and desires, the family decision process generally involves several levels of conflict. Although, serious conflicts are rare, but have a high probability of occurrence, as each member in the family has their own individual preference, which can lead to disagreement or conflict (Lee and Collins, 1999). The different types of resolution strategies used are primarily based on the type of product being purchased and the personal benefits, i.e. their importance to the individuals who are involved in the decision-making process. Thus, in this situation, the family member attempts to either accommodate or resolve the conflict before the joint decisions are made. According to Buss and Schaninger (1987), the conflict in a family can be managed in two ways, one is by use of avoidance tactics and the other is resolution tactics.

One of the most important aspects of marketers is to determine the type of conflict resolution strategies used by adolescents when making decisions about purchases in a family. There are multiple resolution strategies, but not all strategies are effective. The effectiveness of the strategy depends on whether it fulfils the adolescents' goals, i.e. whether they are satisfied with the product. According to Palan and Wilkes (1997), adolescents adopt their influence strategies according to the parental response strategy. These are usually defined in two different ways: First, there are similarities between adolescent influence strategy and parental response strategy. For example, in families where parents use problem-solving as a resolution strategy, adolescents' resolution strategy will also become oriented towards solving problems with a desired outcome for themselves. Second, sometimes there is a logical relationship between adolescents' resolution strategies and parents' response strategies. For example, parents sometimes use phrases like "can't afford"; in these situations, adolescents generally use discounts and deals for leverage to make reasonable requests.

Johnson (1995) revealed that type of product is an important variable in determining the choice of resolution tactics used by adolescents. According to her, adolescents generally use bargaining strategies for the products which will provide personal enjoyment and benefit. However, conflict avoidance and problem-solving tactics are used in respect to products that will benefit the whole family such as destination selection (vacation planning). During dyadic interaction such as between spouses or between parents, bargaining is generally used, while during triadic interaction, i.e. between mother-father-child, problem-solving is used as a resolution strategy (Qualls and Jaffee, 1992).

Occasionally, when all members are in conflict, then a third party (adolescents) coalition is formed, an alliance with another member of the family will aid one side against another. Sheth (1974) suggests that family members generally use different influencing techniques, such as problem-solving, persuasion, use of politics, etc. Problem-solving mainly concerns family members' preferences and behavioural intentions with the aim of maximising joint utility (Sheth, 1974). Qualls (1987), in one study, conducted an empirical analysis by investigating six different combinations of influence strategies at the time of purchasing durable goods. The influential strategies include "negotiation", "problem-solving", "expert use", "feeling utilisation", "legitimation" and "impression direction". The study confirms (Sheth, 1974) the

strategies of "problem solving" and "negotiation". Another study by Palan and Wilkes (1997) focused on adolescents' (12-15-year-old) influence strategies by carrying out in-depth interviews with adolescents. This study identified the following influence strategies: "negotiation", "persuasion", "feeling utilisation" and "requests". "Persuasion" and "negotiation" are most frequently used in resolution strategies, although "persuasion" is the most effective one, meaning that an individual can easily achieve what he or she actually wants. Also, adolescents believe that their attempts to influence their parents and other elders are likely to be successful when they match their parents' decision-making style and the familial communication environment. Although preferences vary, adolescents prefer to use "conflict avoidance" as a resolution strategy (Lerouge and Warlop, 2006). Previous researchers have found that only a limited number of parent–adolescent conflicts are never resolved, which indicates that conflict avoidance is most frequently used by adolescents during decision processes. Norgaard *et al.* (2007) in their study have revealed that adolescents' influence is increasing. This is an indication of an increase in open-minded communication within families that have adolescent members, but conflict avoidance is used to some extent. Maintaining harmony is one goal for all family members, and the use of the conflict avoidance technique during the holiday selection process is an obvious example. A few studies conducted in Western countries are shown in Table I.

Thus, from the above discussion, we have seen that conflicts are largely discussed in Western countries using self-report methods, wherein the results are distorted by the family members. A study about the actual behaviour of adolescents and their influence during the destination selection process will yield very fruitful results. Thus, it becomes a necessity for the Indian researchers to fully understand the adolescents' influence on the family decision-making process.
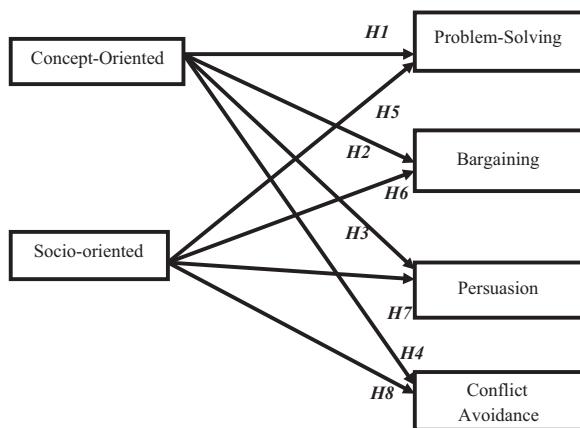
Hypothesised model
Figure 1 represents our hypothesised model. FCP, i.e. concept and socio-oriented communication is related to four endogenous variables. The four types of resolution strategies which are used by adolescents at the time of destination selection can be obtained through the process of factor analysis (discussed later in methodology section).

Authors	Objective of the study	Main respondents
Belch *et al.* (1980)	"Explored conflict in family decision making"	Mother, father and child triad
Johnson (1995)	"Considered the impact of product and situational factors on the choice of conflict resolution strategies by children in family purchase decision-making"	Mother, father and child triad
Lee and Collins (1999)	Proposed some of the decision-making strategies used during conflict resolution and discussed how the formation of coalitions influence decisions	Observations and self-report
Williams and Burns (2000)	Investigated the ways in which children make direct influence attempts	Children and mothers
Source: Kaur and Singh (2006)		

Table I.
Table for conflict resolution

Figure 1.
Hypothesised model

The foremost conflict resolution strategy is bargaining, which can be defined as "intention of creating an agreement between family members based on mutual gains and mutually satisfactory outcome" (Davis, 1976). Among the other conflict resolution strategies, persuasion acts as an endogenous variable in the given hypothesised model and is mainly concerned with the absence of emotions and feelings (Palan, 1998). The third type of conflict resolution strategy is problem-solving. Sheth (1974) has defined it as "actively seeking for and deliberating more information to resolve the disagreement". Conflict avoidance is the last type of resolution strategy, which is generally used to avoid problems within the family.

The classification of the FCP used in this model is similar to that used by Moschis *et al.* (1986). McLeod and Chaffee (1972) have developed a typology that characterises the parent–child communication structure, and it includes *laissez-faire*, protective, pluralistic and consensual. The above four typologies are categorised in two broad areas, i.e. concept-oriented and socio-oriented. In *laissez-faire*, there is no or very little communication between parents and children (Moschis and Moore, 1979), while protective families (more socio-oriented and less concept-oriented) emphasise obedience and social harmony, limiting their children's exposure to market place information through such media as television and advertising. In pluralistic communication environments, the family encourages their children to have an open communication and discussion of ideas. In addition to this, pluralistic parents focus on issue-oriented communication and encourage the development of consumer competence and skills in children. Finally, the consensual parents (emphasis on socio-orientation and on concept-orientation) focus on autonomous view points, but expect to exert parental control.

One of the primary aspects of adolescents' family communication entails learning how to become thriving agents of influence through the use of increasing sophisticated influence and negotiation strategies (John, 1999). Although children below the age of 11 years, generally tend to use "direct request" strategies for various products, early- to middle-aged adolescents generally tend to use a variety of influence strategies and anticipate parental responses to the influence tactics used for fulfilling their requirements. Kim *et al.* (1991) have classified influence strategies into five different

categories: "Persuasion", "stop eating", "act stubbornly", "approach the other parent" and "playing on emotions". Similarly, during in-depth interviews with adolescents, Palan and Wilkes (1997) have identified seven categories of influence strategies, namely, "bargaining", "stubborn persuasion", "playing on emotions", "request", "expert", "legitimate" and "directive". Previous researches on marketing (Bao *et al.*, 2007) have reported that adolescents' influence strategies can be classified into two types: unilateral and bilateral. Unilateral strategy is mainly one-sided, while the latter is bi-directional and dynamic in nature. Typical bilateral strategy mainly includes "reasoning", "bargaining", "sweet talk" and "coalition", whereas unilateral mainly includes "direct request", "stubborn persuasion", "stop eating" and "playing on emotions" (Bao *et al.*, 2007).

We expect adolescents in socio-oriented families to use less of both types of strategies, whereas in concept-oriented families, they use less unilateral strategies, but more bilateral strategies. Bilateral strategies are more likely to be used when there is open communication between parents and child. In the socio-oriented families, it is quite uncommon for parents to share power with their adolescents during decision-making; rather, obedience and conformity with parents' decisions are viewed as the most important virtue in such families. Hence, adolescents of such families use conflict avoidance more as a resolution strategy in comparison to other strategies.

According to Ali *et al.* (2013), during the family decision process, adolescents in the family use different influence strategies such as pestering, reasoning, enticing and negotiating. During spousal conflict, it has been seen that mainly three types of conflict resolution tactics are used, which are bargaining, assertiveness and playing on an emotion (Makgosa and Kang, 2009). According to Shoham and Dalakas (2006), adolescents use emotional as well as rational tactics while purchasing breakfast cereals and athletic shoes. The researches, which have been conducted on conflict resolution strategies in family purchase decision-making, have primarily focused on identifying the different types of strategies. Different researchers have assigned different classifications to the influence tactics used by the children, as mentioned in the earlier section of the literature. The previous categorisations of conflict resolution strategies in family purchase decision-making show that problem-solving and persuasion (or reward) are the most frequently used strategies. Family relationships are enduring in nature; so many of the studies mention that making compromise in terms of family purchase decision-making is a reasonable way of managing different family-related decisions (Davis, 1976; Qualls, 1987). Thus, for our study, we have classified or considered four strategies; they are legitimate, problem-solving, persuasion and compromise.

Problem-solving has been defined by Sheth (1974) as "actively seeking for and deliberating more information to resolve the disagreement". It is based on either pre-established opinions or rules from elders, who are the decision-makers in the family. One of the distinctive features of Indian culture is the importance it places on the family (Jain and Bhatt, 2004). Also, due to patriarchal tradition, parents are more knowledgeable and credible in the family. Thus, in both types of FCP (i.e. concept-oriented and socio-oriented), adolescents seek approval from parents or consult them, regardless of the type of problem.

The other influence strategy, bargaining, is defined by Davis (1976) as an "intention of creating an agreement between family members based on mutual gains and mutually

satisfactory outcome". Spiro (1983) defined it as "If you do this, I will do that". Palan (1998) classified the bargaining strategies into four different categories, two of which are related to money deals and the other deals are identical with the Spiro's (1983) classification. The other types of bargaining strategy used by adolescents and the parents are reasoning and negotiation. The bargaining strategy used by adolescents is basically a kind of trade-off, where one person attempts to gain influence in the family decision process through some sort of exchange.

Persuasion is the tactic of convincing an opposing family member to resolve decision conflict (Davis, 1976). Thus, the term persuasion is similar to the term bargaining, which is basically concerned with mutual agreement among the family members. Thus, the persuasion strategies may encompass manipulation to some extent to exploit the situation to the persuader's advantage. Moreover, persuasion strategy involves the absence of emotions and feelings (Palan, 1998). "Opinionates" is one of the persuasion strategies used by both parents and adolescents. The term "Opinionates" is mainly concerned with the manifestation of the likes and dislikes of the purchasers. Palan's (1998) exploration revealed that adolescents use three different types of persuasion strategies, which include persistence, begging and whining – all have a similar meaning, but they are used differently in different situations. Persuasion is basically when adolescents use their intuition to identify the best time at which parents are most susceptible to persuasion. Thus, in both the types of FCP, persuasion is considered to be one of the resolution strategies used by adolescents during destination selection (Table II):

H1. There is a positive relationship between the concept-oriented FCP and the problem solves, i.e. adolescents in concept-oriented families are using problem-solving as a resolution strategy in destination selection.

H2. There is a positive relationship between the concept-oriented FCP and the bargaining, i.e. adolescents in concept-oriented families are using bargaining as a resolution strategy in destination selection.

H3. There is a positive relationship between the concept-oriented FCP and the persuasion, i.e. adolescents in concept-oriented families are using persuasion as a resolution strategy in destination selection.

H4. There is a positive relationship between the concept-oriented FCP and the conflict avoidance, i.e. adolescents in concept-oriented families are using conflict avoidance as a resolution strategy in destination selection.

Again, the available literatures divulge the existence of one more term called conflict avoidance. Conflict avoidance is one of the conflict resolution strategies, which is used by parents and sometimes even by adolescents. It is a strategy which is generally used to avoid problems within the family. Avoidance is simply an indirect form of aggression (e.g. ignoring), and adolescents use it deliberately to manipulate peer relationships (Owens *et al.*, 2000). Adolescent girls seem to use the avoidance strategy (Feldman *et al.*, 1995) as well as strive for social support (Bird and Harris, 1990) when entangled in family problems. Holiday planning is generally bound by a need to maintain harmony. Parents allow the youngsters in their families to state their preferred destination choices to preserve harmony. Conflict avoidance may be triggered as an easy and least offensive way of conflict resolution. There are different conflict avoidance techniques, such as

Concept-oriented	Problem-solving
Here, the more emphasis is given on presenting and discussing ideas. Here, children are encouraged to express ideas and challenge others beliefs. Children are exposed to more than one side of the controversial issues and encouraged to discuss controversies. It encourages open communication and discussion without obedience to authority. Here, children are encouraged to explore new ideas	Sheth (1974) defines it as actively seeking for and deliberating more information to resolve the disagreement *Bargaining* Davis (1976) as an "Intention of creating an agreement between family members based on mutual gains and mutually satisfactory outcome" *Persuasion* Persuasion is the tactic of convincing an opposing family member to resolve decision-conflict (Davis, 1976). Thus, the term persuasion is similar to the term bargaining which is basically concerned with the mutual agreement among the family members. Thus, the persuasion strategies may encompass manipulation up to some extent, to exploit the situation to the persuader's advantage. Also, persuasion strategy is mainly concerned with the absence of emotions, feelings (Palan, 1998)
Socio-oriented Stress obedience and social harmony and limits the adolescents' exposure to the market place information such as television and advertising. It correlates positively with parental control verbal and restrictive punishment	Conflict avoidance Conflict avoidance is one of the conflict resolution strategies which have been used by both parents and sometimes by adolescents also. It is a strategy which is generally used to avoid problems within the family. Avoidance is simply an indirect form of aggression (e.g. Ignoring), and it has been seen that adolescents use it deliberately to manipulate peer relationships (Owens *et al.* 2000)

Table II.
FCP and resolution strategies

"choose several alternatives instead of one", "tacitly giving room for another family member's specific preferences" and "letting most active family members decide all":

H5. There is a positive relationship between the socio-oriented FCP and the problem-solving conflict resolution strategy, i.e. adolescents in socio-oriented families are using problem-solving as a resolution strategy in destination selection.

H6. There is a positive relationship between the socio-oriented FCP and the bargaining conflict resolution strategy, i.e. adolescents in socio-oriented families are using bargaining as a resolution strategy in destination selection.

H7. There is a positive relationship between the socio-oriented FCP and the persuasion conflict resolution strategy, i.e. adolescents in socio-oriented families are using persuasion as a resolution strategy in destination selection.

H8. There is a positive relationship between the socio-oriented FCP and the conflict avoidance, i.e. adolescents in socio-oriented families are using conflict avoidance as a resolution strategy in destination selection.

Research methodology

Sample and procedure

As a part of the research, the questionnaire was distributed to adolescents, who are all aged 15 to 18 years. The study was conducted in India. Initially, the parents were contacted to know whether they had taken a holiday in the past three years. Only the families who had taken a holiday in the past three years were targeted, and the adolescents from such families were selected for further study. The questionnaire was divided into two parts: the first part has demographic variables, while the second part includes the items for the above-mentioned model. In total, 580 questionnaires were distributed, 400 of which were returned; this shows that the response rate is 68.96 per cent. The data were collected from 48 secondary schools across different parts of India: Eastern India (West Bengal, Orissa and Bihar), Western India (Gujarat and Maharashtra), Northern India (Delhi, Haryana and Himachal Pradesh) and Southern India (Andhra Pradesh, Tamil Nadu and Kerala). Approximately equal proportions of samples were taken from all the regions. From each region, the secondary schools were randomly selected from a provided list. On average, three to four schools were selected from each region. The survey was administered in Hindi and English because English is the second most spoken language in India, after Hindi and other regional languages. Thus, in the final data set, 33 per cent respondents are from eastern India, 23 per cent from western India, 20 per cent from northern India and 24 per cent from southern India (Table IV). Several pre-tests were conducted to check the appropriateness of the items that were used in the study. A few of the items were deleted to achieve a higher value of reliability. The resulting sample contains 128 (32 per cent) boys and 272 (68 per cent) girls.

Measurement of the constructs

Concept-oriented family FCP has been measured by three items taken from the Ward *et al.* (1977) and Moschis *et al.* (1984). The typical items include "My parents ask me for advice about buying things", "My parents ask me to help her, buy things for the family" and "My parents asks me about things that they buys for themselves". The socio-oriented FCP has been measured through three items like "My parents tell me not to buy certain things", "My parents tell me that I am not allowed to buy certain things" and "My parents wants to know what I do with my money". Few items of the scale have been deleted, which are discussed later in the results. Both the scales have been measured on the five-point Likert scale ranging from 5 (very often) to 1 (never). The adolescents' choice of conflict resolution strategy comprises 14 items, which are taken from the different classification of the influence strategies done by Cowan and Avants (1988), Cowan *et al.* (1984), Manchanda *et al.* (1996), Palan and Wilkes (1997) and Davis (1976). The exploratory factor analysis is performed, and the 14 items have been reduced to 12 items with four-factor solution shown in Table III.

Analytical procedure

Exploratory factor analysis with varimax rotation based on the entire sample of 167, which includes 47 per cent boys and 68 per cent girls, has been used to identify the choice of resolution strategy, which is used by the adolescents. The value of Kaiser-Meyer-Olkin is 0.76. Four factors have been identified, which explain 69.91 per cent of the variance. The exploratory factor analysis results are shown in Table III. The

	Components			
Items	Problem-solving	Conflict avoidance	Bargaining	Persuasion
I tell my parents about my ideas and ask them for their ideas	0.88			
I generally made suggestions based on the family budgets	0.86			
I generally discuss with friends and provide more knowledge and information to family members during decision process	0.83			
During discussion with my parents, I just go away from there		0.86		
During discussion, I choose to be silent		0.85		
I try to take line of least resistance		0.80		
I tried to negotiate something agreeable for both of us (me and my parents)			0.84	
I tried to reach some sort of compromise			0.78	
I tried to convince my parents by stressing on positive points			0.76	
I ask repetitively without irritation				0.79
I request purchase that parent considers reasonable				0.77
I generally express my opinion, likes and dislikes about purchase				0.72

Table III.
Table for item loadings in exploratory factor analysis

Notes: Extraction method: principal component analysis; Rotation method: Varimax with Kaiser normalisation; Rotation converged in five iterations

results have been related to the dimensionality of the choice of the resolution strategy, which demonstrate that during destination selection, adolescents' generally use tactics like bargaining, persuasion, conflict avoidance and problem-solving (Table IV).

Demographics
The findings of the impact of gender of adolescents on their choice of influence strategy are shown in Table V. It has been seen that there is significant difference between male and female choice of influence strategy during holiday planning. Boys are seen to have more influence through problem-solving ($t = 1.39$, $p < 0.05$) and bargaining ($t = 3.42$, $p < 0.01$), whereas girls tend to influence their parents through conflict avoidance ($t = -7.72$, $p < 0.01$) and persuasion ($t = -3.42$, $p < 0.01$) during the planning of holidays.

Religion
To examine whether religion has any masked effect on adolescents' choice of resolution strategy across different FCPs, we have divided the sample into three groups: Hindus, Muslims and others (Table IV). Although India is a secular country, which permits the practice of all religions, only three categories of religions have been taken based on the majority of the Indian population: Hindus (80.50 per cent), Muslims (13.40 per cent) and people of other religions (6.10 per cent). *ANOVA* test has been applied to probe the differences in adolescents' choice of conflict resolution strategies in a different religion.

Respondents	% of total
Eastern India	33.00
Western India	23.00
Northern India	20.00
Southern India	24.00
Overall gender	
Male	32.00
Female	68.00
Religion	
Hindu	66.00
Muslim	25.50
Others	8.50

Table IV.
Adolescents
demographic profile

Strategies	Gender	t-test	Significance
Problem-solving	M/F	1.39	$p < 0.05$
Bargaining	M/F	3.42	$p < 0.05$
Conflict avoidance	M/F	-7.72	$p < 0.05$
Persuasion	M/F	-3.42	$p < 0.05$

Table V.
Adolescents' choice
of conflict resolution
strategy

In each religion, there is a significant difference in the adolescents' choice of conflict resolution strategy across different family communication environment.

From Table VI, it indicates that adolescents from different religion differ significantly on their choice of resolution strategies, i.e. problem-solving ($F= 8.76$, $p < 0.05$), bargaining ($F = 7.87$, $p < 0.05$), persuasion ($F = 7.89$, $p < 0.05$) and conflict avoidance ($F = 7.54$, $p < 0.05$). Adolescents in Muslim families are mostly using problem-solving ($x^- = 4.48$, $\sigma = 0.54$) followed by adolescents in Hindu ($x^- = 4.42$, $\sigma = 0.53$) and in other families ($x^- = 3.35$, $\sigma = 0.60$). Adolescents in Hindu families have highest mean score ($x^- = 4.71$, $\sigma = 0.30$) for bargaining as an influence strategy followed by adolescents in other ($x^- = 3.69$, $\sigma = 0.29$) and in Muslim families ($x^- = 3.08$, $\sigma = 0.33$). Conflict avoidance strategy is mostly used by adolescents in other families ($x^- = 4.65$, $\sigma = 0.31$) followed by adolescents in Hindu ($x^- = 4.49$, $\sigma = 0.59$) and Muslim families ($x^- = 3.06$, $\sigma = 0.24$).

After the exploratory factor analysis, we have further conducted the confirmatory factor analysis. As per Anderson and Gerbing (1988), data analysis is done in two steps. The estimation of measurement model is followed by the analysis of the structural model. Maximum likelihood method of estimation has been used. Initially, confirmatory

Variable	Problem-solving	Bargaining	Persuasion	Conflict avoidance
Hinduism (66.00%)	4.42 (0.53)	4.71 (0.30)	4.61 (0.21)	4.49 (0.59)
Islamic (25.50%)	4.48 (0.54)	3.08 (0.33)	3.67 (0.28)	3.06 (0.24)
Others (8.50%)	3.35 (0.60)	3.69 (0.29)	3.01 (0.30)	4.65 (0.31)

Table VI.
Adolescents' choice
of resolution strategy
(in different religions)
($n = 400$)

factor analyses have been carried out using AMOS 20. In the second stage of the analysis, the structural equation modelling has been analysed to test the proposed model's antecedents and its consequences. The traditional chi-square (χ^2) test has been used to test the fitness of the model, but in case of large samples, the use of chi-square (χ^2) is inappropriate (Browne and Cudeck, 1993); so the following indices such as root mean square error of approximation (*RMSEA*), goodness-of-fit index (*GFI*), normed fit index (*NFI*) and comparative fit index (*CFI*) have been used. The acceptable values for good fits for *GFI*, *NFI* and *CFI* are above 0.90, and for *RMSEA*, it is found to be less than 0.05 (Browne and Cudeck, 1993).

Results
Reliability and the validity of the measures
As in the first stage of analysis, our first goal was to measure the convergent validity of our six constructs and how they are distinct from each other (discriminant validity). So, as we mentioned earlier, we conducted a confirmatory factor analysis based on 22 variables. This analysis has given poor fit (*GFI* < 0.64). Four of the items from socio-oriented and concept-oriented were deleted, as it has loadings less than 0.50 on their intended construct. We now perform new CFA with 18 variables. For our measurement model, the values of different indices with (χ^2/df) value of 1.16 ($p < 0.05$), *RMSEA* = 0.02, *CFI* = 0.99, *GFI* = 0.96 and *NFI* = 0.94. The convergent validity was examined by looking at each item loadings, and the *AVE* (average variance extracted).

Composite reliability and AVE estimates are shown in Table VII. The values for composite reliability and average variance extracted greatly exceeded the minimum acceptable values of 0.70 and 0.50, respectively (Holmes-Smith, 2001). The factors for the convergent validity: the critical ratio of every item exceeded the 1.96 values (Anderson and Gerbing, 1988). To test the discriminant validity (Table VIII), the average variance extracted for each pair of variables was greater than the squared correlation for the same pair, which represents that each construct was distinct.

Structural analysis and model testing
The main effects of the model shown in Figure 1 are tested by using AMOS 20. The results of the measurement provide a manageable number of valid and more reliable measurement items, which are further used to evaluate the structural model in this section. The overall fit indices for the proposed structural model were as follows: with (χ^2/df) value of 1.38 ($p < 0.05$); *RMSEA* = 0.03; *CFI* = 0.98; *GFI* = 0.95; *NFI* = 0.93. Thus, it represents the good model fit.

Hypothesis testing
It is proposed in this study that in concept-oriented FCP, adolescents use problem-solving as a resolution strategy during the destination selection process (*H1*). According to the analysis, the critical value is 4.90 and $p < 0.05$; hence, it is significant in nature. Thus, this study finds evidence to suggest that in case of an open communication family environment, adolescents are actively looking for more information and deliberating over it to resolve conflicts.

It has been found in this study that there is a significant positive relationship between the concept-oriented FCP and bargaining (*H2*), with critical value 3.04 and $p < 0.05$. Thus, adolescents are more concerned about their mutual gains, consent and mutually satisfactory outcomes, i.e. they have the intention of creating a positive agreement

Items	Variables	λi	CR	AVE
	Persuasion		0.78	0.54
P1	I generally express my opinion, likes and dislikes about the purchase	0.80		
P2	I ask repetitively without irritation	0.73		
P3	I request purchase that parent considers reasonable	0.66		
	Bargaining		0.79	0.57
B1	I tried to negotiate something agreeable for both of us (me and my parents)	0.79		
B2	I tried to reach some sort of compromise	0.84		
B3	I tried to convince my parents by stressing on positive points	0.61		
	Concept-oriented communication		0.82	0.61
CO1	My parents ask me for advice about buying things	0.70		
CO2	My parents ask me to help her buy things for the family	0.87		
CO3	My parents ask me about things that they buys for themselves	0.75		
	Problem-solving		0.84	0.64
PS1	I generally made suggestions based on the family budgets	0.82		
PS2	I generally discuss with friends and provide more knowledge and information to family members during decision process	0.73		
PS3	I tell my parents about my ideas and ask them for their ideas	0.84		
	Conflict avoidance		0.85	0.66
CA1	During discussion, I choose to be silent	0.82		
CA2	During discussion with my parents, I just go away from there	0.89		
CA3	I try to take line of least resistance	0.71		
	Socio-oriented		0.88	0.72
SO1	My parents tell me not to buy certain things	0.76		
SO2	My parents tell me that I am not allowed to buy certain things	0.79		
SO3	My parents want to know what I do with my money	0.97		

Notes: λ i: Factor loadings; CR: composite reliability; AVE: average variance extracted

Table VII.
Table for reliability test outcomes for each factor

Testing the discriminant validity	PER	BAR	COC	PS	CA	SOC
PER	0.54					
BAR	0.03	0.57				
COC	0.16	0.16	0.61			
PS	0.04	0.09	0.08	0.64		
CA	0.26	0.35	0.24	0.09	0.66	
SOC	0.12	0.00	0.01	0.24	0.22	0.72

Notes: PER: Persuasion; BAR: bargaining; COC: concept-oriented communication; PS: problem-solving; CA: conflict avoidance; SOC: socio-oriented communication

Table VIII.
Table for measuring discriminant validity

between family members which will be acceptable to all the parties. Further, adolescents in concept-oriented families generally use persuasion (*H3*) with critical value 5.75 and $p < 0.05$, and conflict avoidance (*H4*) with critical value 7.26 and $p < 0.05$. Thus, adolescents are sometimes looking for the best moment during which parents are more susceptible to persuasion. Occasionally, when adolescents are entrapped in complex family conflicts, they generally use avoidance strategy. Thus, consistent with previous research findings, in concept-oriented families, there is two-way communication because parents actively encourage independent evaluation of issues and incorporation of adolescents' opinions into family holiday decisions (Rose, 1999).

As shown in Table IX, the findings do not support the adolescents' choices of problem-solving, persuasion and bargaining strategies in socio-oriented families. The critical values are not significant for problem-solving (critical values: 0.19; $p > 0.05$), bargaining (critical values: 0.24; $p > 0.05$) and persuasion (critical values: 1.78; $p > 0.05$). For *H8*, the critical value is 2.24 and the value of p is less than 0.05; hence, it is accepted. Thus, it has been found that in socio-oriented families, the adolescents are only using conflict avoidance as a resolution tactic. Thus, the socio-oriented communication is characterised by deference to parental standards and avoidance of social conflict. Here, the adolescents of the family have to accept parental norms and standards. It has been recognised that family holiday planning is influenced by some form of family factor, such as conflict, family communication environment, etc. It is found that there is a direct relationship between adolescents' choice of conflict resolution strategy and concept-oriented FCP. However, it is observed that there is no direct relationship in the case of socio-oriented families, although it has been identified that only "conflict avoidance" is a resolution strategy that is primarily used in socio-oriented families. These findings stress the importance of determining potential differences across FCPs as well as adolescents' choices of resolution strategy. In the next section, the main focus is on expanding the findings, discussing study limitations and explicating directions for future research.

It has been the purpose of the study to examine the effects of FCP on adolescents' choices of conflict resolution strategies. Adolescents with concept-oriented parents use all kinds of resolution strategies compared to those with socio-oriented parents, where adolescents use only conflict avoidance as a resolution strategy. Thus, the level of use of influence strategies differs between both FCPs. Also Table V shows that gender has a stronger influence on choice of resolution strategy. Boys are seen

Hypothesis		Critical ratio	*p*-value	Outcome
H1	CO—> PS	4.90	0.00	Accept
H2	CO—> Bargaining	3.04	0.00	Accept
H3	CO—> Persuasion	5.75	0.00	Accept
H4	CO—> CA	7.27	0.00	Accept
H5	SO—> PS	0.19	0.80	Reject
H6	SO—> Bargaining	0.25	0.80	Reject
H7	SO—> Persuasion	1.79	0.07	Reject
H8	SO—> CA	2.24	0.02	Accept

Table IX.
Table of critical ratio and *p*-value

Notes: CO: Concept orientation; SO: socio-orientation; CA: conflict avoidance; PS; problem-solving; CA: conflict avoidance; $p < 0.05$

to have more influence through problem-solving and bargaining, while girls influence their parents through the use of conflict avoidance and persuasion. Table VI shows that religion also plays an important role in adolescents' choices of resolution strategy, and also that in Muslim families, adolescents mostly use problem-solving followed by persuasion, bargaining and conflict avoidance. Adolescents in Hindu families are most likely to choose "bargaining" as a conflict resolution strategy followed by persuasion, conflict avoidance and problem-solving. In other types of families, adolescents mostly use conflict avoidance followed by bargaining, persuasion and problem-solving as his or her conflict resolution strategy.

Discussion

This study sought to examine the relationship between FCPs and conflict resolution strategies adopted by adolescents, and the multivariate tests clearly exhibit this association. This supports earlier research findings, which also found that FCPs impact on the use of conflict management styles (Zhang, 2007). The findings of this study would be pertinent for the marketing expert, practitioners and academicians in various fields. Previous researches on FCPs have focused mainly on adolescents in the USA (Foxman *et al.*, 1989). But the current study extends this research by explicitly examining the influence of FCP on the choice of a particular type of resolution strategy for a destination selection. Regarding the theoretical point, this study reveals a kind of relationship between FCP and the choice of a particular type of resolution strategy. The current research has revealed major and considerable differences in the choices of particular types of resolution strategies within families of different communication patterns. The differences in the particular types of communication patterns are reliable and consistent with previous research findings. The findings of this research suggest that FCP is an important variable in explaining the choice of a particular type of resolution strategy. For instance, in concept-oriented families, the adolescents used the high use of bargaining, problem-solving, persuasion and conflict avoidance as resolution strategies, while in the case of socio-oriented families, the adolescents seemed to use only conflict avoidance as a resolution strategy. This suggests that in socio-oriented families, the adolescents have generally tried to avoid the conflict or argument with the support of their parents (McLeod and Chaffee, 1972) (cited by Bao *et al.*, 2007). The findings also suggest that in socio-oriented families, the adolescents are not permitted to express their ideas about and views on the family decision process. One of the interesting findings of the present research is that conflict avoidance is a kind of resolution tactic which is used by adolescents in both kinds of families, i.e. in both concept- and socio-oriented families.

In concept-oriented communication, adolescents use different types of resolution strategies to have more influence during the decision-making process, i.e. in this type of family, the adolescents are allowed to have their ideas, views, etc. While in socio-oriented communication, adolescents use conflict avoidance as a resolution strategy, which is concerned with a decreased or lesser influence of adolescents during the decision-making process. These findings are consistent with the findings of previous researches conducted in this area. Thus, the findings have supported few of the

hypotheses. Consequently, marketers should be concerned with the needs of both parties and also try to resolve the conflicts that may arise.

Implications

The findings of this research have important implications for academicians, researchers, educators and consumer policy-makers. Tourism marketers should be aware that adolescents in concept-oriented families use different conflict resolution strategies to influence their parents when conflicts arise around determining the holiday destination selection. Thus, travel and tourism marketers who wish to target families who have concept-oriented communication should realise that these adolescents are likely to use different kinds of resolution strategies (problem-solving, persuasion, bargaining and conflict avoidance); therefore, communicating product and service information specifically to this group to draw their attention should be a priority. Furthermore, in socio-oriented families, where adolescents are likely to use conflict avoidance strategy during disagreements, marketers can educate both parents and adolescents about travel-related products and services by utilising informative and persuasive messages (Hsu and Powers, 2002).

The results of the study also show that family members' destination selections (holiday planning) are associated with conflict arousal. Marketers can segment their customers on the basis of the type of family communication (socio-oriented vs concept-oriented); marketing strategies and messages can be tailor-designed based on the characteristics of the specific family communication environment. For example, in concept-oriented families, there is an open communication between parent and child; marketers may make the values of both the parties tangible to satisfy their needs and wants to appeal to this particular segment. In addition to this, marketers may provide an attractive holiday package that may be an appealing option for both parents as well as adolescents of the family. The understanding of the behaviour of parent and child while making decisions is crucial to comprehend how families make their purchase decisions and how much importance adolescents have in families when making purchase decisions. Parent–child decision behaviours are primarily affected by the choice of conflict resolution strategy, and they form the basis for future interactions. Consequently, adolescents' influence in family destination selection (holiday planning) changes from one family environment to another and is contingent upon parent–child behavioural interaction within dynamic decision processes. Thus, a proper understanding of this interrelatedness of influence between parents and children may help marketers in identifying the influential party (i.e. either parent or adolescent), predicting when influence is expected to be exerted, recognising which resolution strategy is used during conflict and, hence, in communicating effective messages to the dominant decision-maker. Successful marketing to adolescents necessitates determining the adolescent age group, type of family they belong to, communication environment at home, knowledge base and perceived importance of the products. Thus, this research has an impact on society, which affects individuals' attitudes, and hence affects their quality of life.

Most tourism and travel industries are now marketing their services to the family unit. A special promotion for families has been started by Domino's latest campaign "extended pizza night" to any weeknight. Similarly, Burger King, Subway and McDonalds have all started a special kind of programme to attract families. Burger King

has started its children's club program, a new step towards family marketing. Continental airlines have introduced a "youth traveller club program". Apart from parental entertainment, such clubs will provide facilities for other entertainment such as television, books, games and snacks for adolescents. Thus, online travel services can gear up their services to attract adolescents. It is quite promising to observe that marketers and researchers have started the journey of understanding the factors that influence adolescents' travel patterns (Kang and Hsu, 2005). The destination marketers can formulate strategies to target adolescents and enhance the family travel experience. This study has important public policy implications. Public policy spokespersons should work on determining the necessary steps needed to stem this increasing trend of adolescents' influence in holiday planning as well as developing effective policies and programmes for them. Concerted efforts can be made such as Web site illustrations that could provide links to holiday destinations (with full geographical details), providing various services, self-help books and free online content for multiple destinations.

Theoretical implications
From a theoretical perspective, the primary contribution of this study centres on examining the impact of FCP on adolescents' choices of conflict resolution strategies in India, a society with centuries-old unique traditional cultures as well as rapid development in societal and economic modernisation. Adolescents are effectively playing a consumer role owing to parental time pressure and income effects. Moreover, adolescent exposure to mass media and their ability to partake in discussions with parents in varying communication environments ensures that they are not only aware about multiple products and services but that they also know how to evaluate the products and services using multiple parameters. This study has a better understanding of adolescents' choices of conflict resolutions across various family environments and makes three contributions to the area of research conducted on families. First, the findings of the study shed fresh light on the reasons why adolescents behave differently in different family environments. Adolescents, who perceive that they have more influence on the ongoing decision making process, may evoke their satisfaction with this influence and, as a result, take certain action in subsequent decisions to avoid conflicts. Second, this study uncovers a gendered and religious pattern of adolescent influence within families. Girls are more sensitive to conflicts than boys, so an adolescent girl mostly uses conflict avoidance as her resolution strategy. Hence, decision outcome is a good predictor of adolescent behaviour across the various types of families. Third, this study explicitly considers the synergy effects of both parent–adolescent perceptions, and it has been found that parents consider their adolescent children's perceptions or emotions when planning for a holiday. Our findings enrich our understanding of family conflicts and their resolutions by demonstrating the influence of such demographics as gender and religion.

Managerial implications
The study has highlighted some important implications for research in the field of family communication and family conflicts during the decision making process. There is an association between family communication and conflict styles. However, this

association seems to exhibit the complexity of family communication, particularly the relationship between conversation, orientation and conflict management more so than earlier studies. Further research is warranted to verify this finding. Several practical implications are emerging from the results of the study. It also provides empirical support for the emergence of a new adolescent consumer society in India and has, therefore, great significance for international marketers.

The present study has considerable implications for marketers and academicians. Through FCP, the marketers can segment families and, hence, will introduce efficient and competent marketing strategies and promotional programmes. However, the legal restrictions in international economies concerning advertisements targeted towards adolescents must also be taken into account. So any marketing programme that is created in line with its country's jurisdiction on marketing regulations and policies must consider the role of FCP and adolescents' choices of a particular type of resolution tactics during the purchasing of varied categorical products, which could help programme designers to target the families could be applicable. The marketers should give more attention to identifying the kind of families where adolescents are more powerful. The samples of both kinds of families have been collected specifically where adolescents have a direct influence during purchasing. Concept-oriented families focus more on family togetherness and also on eliciting the adolescents' influence. Thus, the advertisements, which are made, could depict a picture in which parents discuss their future purchases with their adolescents. Thus, at last, the findings of this research could strengthen our understanding about the FCP in global markets and, hence, assist in constructing the marketing strategy globally.

Limitations and future research area

This research further investigates the relationship between FCP and choice of resolution tactics in the Indian context. Like any research, this study is not without limitations. The research was only conducted in India; a cross-cultural study could be done to have a proper understanding of the cultural differences. Here, for the purpose of this study, only one product category (service industry), i.e. selection of destination, has been considered.

Beyond the aforementioned limitations, there are opportunities for future research. More focus can be given on in-depth understanding of the influence of culture on parent–child communication, and how it extends its impact on the choice of the resolution strategy. In future, the role of other socialization agents like peers, the media and schools in choice of particular resolution strategy could also be studied. Future research would also include the impact of other demographics on the choice of resolution strategy. To get a complete snapshot about the nature and behaviour of different family members, a longitudinal research design may be beneficial. Moreover, the study has only targeted the traditional nuclear families, whereas India is experiencing an increase of other types of family structures such as single parent families, homosexual families and cohabiting families. These could be included in future studies on the different types of communication patterns and choices of resolution strategies.

References

Ali, A., Ravichandran, N. and Batra, D.K. (2013), "Children's choice of influence strategies in family purchase decisions and the impact of demographics", *Vision-The Journal of Business Perspective*, Vol. 17 No. 1, pp. 27-40.

Anderson, J. and Gerbing, W. (1988), "Structural equation modelling in practice: a review and recommended two stage approach", *Psychological Bulletin*, Vol. 27 No. 1, pp. 5-24.

Assael, H. (1998), "Acquiring and processing information", in Assael, H. (Ed.), *Consumer Behaviour and Marketing Action*, 5th ed., Pws-Kent, New York, NY, pp. 161-193.

Bao, Y., Fern, E.F. and Sheng, S. (2007), "Parental style and adolescent influence in family consumption decisions: an integrative approach", *Journal of Business Research*, Vol. 60 No. 7, pp. 672-680.

Belch, M.A., Belch, G.E. and Sciglimpaglia, D. (1980), "Conflict in family decision making: an exploratory investigation", in Olson, J.C. (Ed.), *Advances in Consumer Research*, 7th ed., Association for Consumer Research, Ann Arbor, MI, pp. 477-478.

Bird, G.W. and Harris, R.L. (1990), "A comparison of role strain and coping strategies by gender and family structure among early adolescents", *The Journal of Early Adolescence*, Vol. 10 No. 2, pp. 141-158.

Blood, R.P. and Wolfe, D.M. (1960), *Husband and Wives: The Dynamics of Married Living*, Free Press (Macmillan Co), Champaign, IL.

Browne, M.W. and Cudeck, R. (1993), "Alternative ways of assessing model fit", In Bollen, K.A. and Long, J.S. (Eds), *Testing Structural Equation Models*, Sage, Beverly Hills, CA, pp. 136-162.

Buss, W.C. and Schaninger, C.M. (1987), "An overview of dyadic family behaviour and sex roles research: a summary of findings and an agenda for future research", Houston; M.J. (Ed.), *Review of Marketing*, Houston, pp. 293-323.

Carnevale, P. and Pruitt, D.G. (1992), "Negotiation and mediation", *Annual Review of Psychology*, Vol. 43 No. 1, pp. 531-582.

Chan, K. and McNeal, J.U. (2003), "Parent-child communication about consumption and advertising in China", *Journal of Consumer Marketing*, Vol. 20 No. 4, pp. 317-334.

Clarke, P. (2008), "Parental communication patterns and children's Christmas requests", *Journal of Consumer Marketing*, Vol. 25 No. 6, pp. 350-360.

Cowan, G. and Avants, S.K. (1988), "Children's influence strategies: structure, sex differences, and bilateral mother-child influence", *Child Development*, Vol. 59 No. 2, pp. 1303-1313.

Cowan, G., Avants, S.K., Drinkard, J. and MacGavin, L. (1984), "The effects of target, age, and gender on use of power strategies", *Journal of Personality and Social Psychology*, Vol. 47 No. 6, pp. 1391-1398.

Cropanzano, R. and Mitchell, M.S. (2005), "Social exchange theory: an interdisciplinary review", *Journal of Management*, Vol. 31 No. 6, pp. 874-900.

Davis, H.L. (1976), "Decision- making within the household", *Journal of Consumer Research*, Vol. 2 No. 4, pp. 241-260.

Decrop, A. (2006), *Vacation Decision Making*, CABI Publishing, Wallingford.

Dong, M.C. and Li, S.Y. (2007), "Conflict resolution in Chinese family purchase decision", *International Journal of Conflict Management*, Vol. 18 No. 4, pp. 1044-1086.

Feldman, S.S., Fisher, L., Ransom, D.C. and Dimiceli, S. (1995), "Is 'What is good for the goose good for the gander?' Sex differences in the relationships between adolescent and adult adaptation", *Journal of Research on Adolescence*, Vol. 5 No. 3, pp. 333-336.

Flurry, L.A. (2007), "Children's influence in family decision making: examining the impact of the changing American family", *Journal of Business Research*, Vol. 60 No. 7, pp. 322-330.

Flurry, L.A. and Burn, A.C. (2005), "Children's influence in purchase decisions: a social power theory approach", *Journal of Business Research*, Vol. 58 No. 5, pp. 593-601.

Foxman, E.R., Tansuhaj, P.S. and Ekstrom, K.M. (1989), "Family members' perception of adolescents influence in family decision-making", *Journal of Consumer Research*, Vol. 15 No. 4, pp. 482-491.

Gaumer, C.J. and Arnone, C. (2010), "Grocery store observation: parent-child interaction in family purchases", *Journal of Food Production Marketing*, Vol. 16 No. 1, pp. 1-18.

Hofstede, G. (2001), *Cultural Consequences: Comparing Values, Behaviour, Institutions, and Organisations Across Nations*, 2nd ed., Sage, Thousand Oaks, CA.

Holmes-Smith, P. (2001), *Introduction to Structural Equation Modelling: Using LISREL*, ACSPRI Winter Training Program, Perth.

Homans, G.C. (1958), "Social behavior as exchange", *American Journal of Sociology*, Vol. 63 No. 6, pp. 597-606.

Hsu, C.H.C. and Powers, T. (2002), *Marketing Hospitality*, 3rd ed., Wiley, New York, NY.

Jain, P.C. and Bhatt, M. (2004), *Consumer Behaviour in Indian Context*, S. Chand, New Delhi.

John, D.R. (1999), "Consumer socialization of children: a retrospective look at twenty-five years of research", *Journal of Consumer Research*, Vol. 26 No. 3, pp. 183-213.

Johnson, M. (1995), "The impact of product and situational factors on the choice of conflict resolution strategies by children in family purchase decision making", in Hansen, F. (Ed.), *European Advances in Consumer Research*, 2nd ed., Association for Consumer Research, Provo, UT, pp. 61-68.

Kang, S.K. and Hsu, C.H.C. (2005), "Dyadic consensus on family vacation destination selection", *Tourism Management*, Vol. 26 No. 4, pp. 571-582.

Kang, S.K., Hsu, C.H.C. and Wolfe, K. (2003), "Family traveller segmentation by vacation decision-making patterns", *Journal of Hospitality and Tourism Research*, Vol. 27 No. 4, pp. 448-469.

Kaur, P. and Singh, R. (2006), "Children in family purchase decision making in India and the West: a review", *Academy of Marketing Science Review*, Vol. 8, pp. 1-32, available at: www. amsreview.org/article/kaur08-2006.pdf

Kim, C., Lee, H. and Hall, K. (1991), "A study of adolescents' power, influence strategy, and influence on family purchase decisions", in TL Childers (Ed.), *AMA Winter Educators' Conference Proceedings*, American Marketing Association, Chicago, IL, pp. 37-45.

Kim, C., Yang, Z. and Lee, H. (2009), "Cultural differences in consumer socialization: a comparison of Chinese-Canadian and Caucasian-Canadian children", *Journal of Business Research*, Vol. 62 No. 10, pp. 955-962.

Lackman, C. and Lanasa, J.M. (1993), "Family decision making theory: an overview and assessment", *Psychology and Marketing*, Vol. 10 No. 2, pp. 81-93.

Lee, C.K.C. and Collins, B.A. (1999), *Family Decision Making and Coalition Patterns*, Department of Marketing, University of Auckland, New Zealand.

Lerouge, D. and Warlop, L. (2006), "Why is it so hard to predict our partners' product preferences?", *Journal of Consumer Research*, Vol. 33 December, pp. 393-403.

Leung, K. (1997), "Negotiation and reward allocations across cultures", in Earley, P.C. and Erez, M. (Eds), *New Perspectives on International Industrial Organizational Psychology*, Jossey Bass (Wiley), San Francisco, CA, pp. 640-675.

Livin, S., Xu, G. and Kang, S.K. (2004), "Spousal vacation buying decision making revisited across time and place", *Journal of Travel Research*, Vol. 43 No. 2, pp. 193-198.

McDonald, G.W. (1980), "Family power: the assessment of a decade of theory and research, 1970-1979", *Journal of Marriage and the Family*, Vol. 42 No. 4, pp. 841-854.

McLeod, J.M. and Chaffee, S.H. (1972), "The construction of social reality", in Tiedeschi, J.T. (Ed.), *The Social Influence Process*, Aldine-Atherton, Chicago, IL, pp. 50-99.

Makgosa, R. and Kang, J. (2009), "Conflict resolution strategies in joint purchase decisions for major household consumer durables: a cross-cultural investigation", *International Journal of Consumer Studies*, Vol. 33 No. 3, pp. 338-348.

Manchanda, R.V., Moore, S. and Elizabeth, S. (1996), "Mom, I want that! The effects of parental style, gender and materialism on children's choice of influence strategy", in Gordo, P.J. and Kellerman, B.J. (Eds), *Marketing Theory and Applications*, 7th ed., American Marketing Association, Chicago, IL, pp. 81-90.

Medora, N.P., Larson, J.H. and Dave, P.B. (2000), "East-Indian college student's perceptions of family strength", *Journal of Comparative Family Studies*, Vol. 31 No. 4, pp. 407-425.

Moschis, G.P. and Moore, R.L. (1979), "Decision-making among the young: a socialization perspective", *Journal of Consumer Research*, Vol. 6 No. 2, pp. 101-112.

Moschis, G.P., Moore, R.L. and Smith, R.B. (1984), "The impact of family communication on adolescents' consumer socialization", in Kinnear, T.C. (Ed.), *Advances in Consumer Research*, Association for Consumer Research, Provo, UT, pp. 314-319.

Moschis, G.P., Prahasto, A.E. and Mitchell, L.G. (1986), "Family communication influences on the development of consumer behaviour: some additional findings", *Advances in Consumer Research*, Vol. 13 No. 1, pp. 365-369.

Mourali, M., Laroche, M. and Pons, F. (2005), "Individualistic orientation and consumer susceptibility to interpersonal influence", *Journal of Services Marketing*, Vol. 19 No. 3, pp. 164-173.

Norgaard, M.K., Brunsø, K., Christensen, P.H. and Mikkelsen, M.R. (2007), "Children's influence on and participation in the family decision process during food buying", *Young Consumers*, Vol. 8 No. 3, pp. 197-216.

Othman, M., Boo, H.C. and Wan Rusni, W.I. (2013), "Adolescent's strategies and reverse influence in family food decision making", *International Food Research Journal*, Vol. 20 No. 1, pp. 131-139.

Owens, L., Shute, R. and Slee, P. (2000), "'I'm in and you're out…' explanations for teenage girls' indirect aggression", *Psychology, Evolution and Gender*, Vol. 2 No. 1, pp. 359-376.

Palan, K.M. (1998), "Relationships between family communication and consumer activities of adolescents: an exploratory study", *Journal of Academy of Marketing Science*, Vol. 26 No. 4, pp. 338-349.

Palan, K.M. and Wilkes, R.E. (1997), "Adolescents parent- interaction in family decision-making", *Journal of Consumer Research*, Vol. 24 No. 2, pp. 159-169.

Pinto, P.E. and Sahu, N. (2001), *Working with People with Disabilities*, Centre for International Rehabilitation Research, New York, NY.

Qualls, W.J. (1987), "Household decision behaviour: the impact of husbands' and wives' sex role orientation", *Journal of Consumer Marketing*, Vol. 14 No. 2, pp. 264-279.

Qualls, W.J. and Jaffee, F. (1992), "Measuring conflict in household decision behavior: read my lips and read my mind", *Advances in Consumer Research*, Vol. 19 No. 1, pp. 522-531.

Ricci, F. and Del, M.F. (2004), "Supporting travel decision making through personalized recommendation", in Clare-Marie, K., Jan, B. and John, K. (Eds), *Designing Personalized User Experiences for e-Commerce*, Kluwer Academic Publisher, Dordrecht, pp. 221-251.

Rose, G.M. (1999), "Consumer socialization, parental style, and development timetables in the United States and Japan", *Journal of Marketing*, Vol. 63, pp. 105-119.

Schiffman, L.G. and Kanuk, L.L. (1997), *Consumer Behaviour*, Prentice Hall, England.

Sheth, J.N. (1974), "A theory of family buying decisions", in Sheth, J.N. (Ed.), *Models of Buyer Behaviour – Conceptual, Qualitative and Empirical*, Harper and Row Publications, New York, NY, pp. 17-33.

Shoham, A. and Dalakas, V. (2006), "How our adolescent children influence us as parents to yield to their purchase request", *Journal of Consumer Marketing*, Vol. 23 No. 6, pp. 344-350.

Singh, R. and Nayak, J.K. (2014), "Peer interaction and its influence on family purchase decision: a study among Indian teenagers", *Vision-The Business Perspective*, Vol. 18 No. 2, pp. 81-90.

Spiro, R.L. (1983), "Persuasion in family decision-making", *Journal of Consumer Research*, Vol. 9 No. 4, pp. 393-402.

Thomson, S.E., Laing, W.A. and McKee, L. (2007), "Family purchase decision making: exploring child influence behaviour", *Journal of Consumer Behaviour*, Vol. 6 No. 4, pp. 182-202.

Tinson, J. and Nancarrow, C. (2007), "Growing up tweenagers' involvement in family decision-making", *Journal of Consumer Marketing*, Vol. 24 No. 3, pp. 160-170.

Tinson, J., Nancarrow, C. and Brace, I. (2008), "Purchase decision making and the increasing significance of family types", *Journal of consumer Marketing*, Vol. 25 No. 1, pp. 45-46.

Voigt, C. and Laing, J.H. (2010), "Journey into parenthood: commodification of reproduction as a new tourism niche market", *Journal of Travel and Tourism Marketing*, Vol. 27 No. 3, pp. 252-268.

Wang, K.C., Hsieh, A.T., Yeh, Y.C. and Tsai, C.W. (2004), "Who is the decision-maker: the parents or the child in group package tours?", *Tourism Management*, Vol. 25 No. 2, pp. 183-194.

Ward, S., Wackman, D.B. and Wartella, E. (1977), *How Children Learn to Buy*, Sage, Beverly Hills, CA.

Williams, L.A. and Burns, A.C. (2000), "Exploring the dimensionality of children's direct influence attempts", in Hoch, S.J. and Meyer, R.J. (Eds), *Advances in Consumer Research*, Vol. 27, Association for Consumer Research, Provo, UT, pp. 64-71.

Zhang, Q. (2007), "Family communication patterns and conflict styles in Chinese parent-child relationships", *Communication Quarterly*, Vol. 55 No. 1, pp. 113-128.

Further reading

Moschis, G.P. (1985), "The role of family communication in consumer socialization of children and adolescents", *Journal of Consumer Research*, Vol. 11 No. 4, pp. 898-913.

About the authors