



Impact of Personality Traits on Conflict Management and Leadership Styles

Poonam Rani

Shaheed Udham Singh College of Management, Arts and Computer Science, Sangrur, India

Abstract

The workforce of the organization plays an important role in achieving the overall objective of the organization. It becomes vital for the organizations to make their employees competent and proficient by providing them suitable opportunities such as healthy work environment, positive motivational drives, effective leadership, proper grievance handling procedure and conflict resolution measures. An effort has been made to study the personality of the employees that can affect the organizational variables such as leadership styles and conflict handling styles. Thus, the purpose of this study is to examine the impact of personality traits on conflict management and leadership styles in the context of insurance sector in Punjab. The data were collected from 500 respondents on the basis of purposive non random sampling technique. Out of the questionnaires distributed, 477 sets of questionnaires were found fit for analysis where the other were not included in the analysis because of lack of proper information. The data were analyzed by using simple percentages, Confirmatory Factor Analysis (CFA), Karl Pearson's correlation and regression analysis by applying MS- Excel (2007), SPSS (21.0) and the AMOS (21.0). The result findings concluded that there exists a positive and significant correlation between leadership styles and conflict management styles with all dimensions of personality, which signified that Transformational leaders and Transactional Leaders tended to be more emotionally stable, attached, welcome the new ideas and suggestions of the employees. Moreover, the impact of all the five personality traits on conflict management styles is statistically significant. Whereas, leadership style was determined in a positive manner by four dimensions of personality, such as extraversion, agreeableness, conscientiousness and openness to experience; the impact of neuroticism comes out to be insignificant.

Keywords: Leadership Styles, Conflict Management Style, Personality Traits, Confirmatory Factor Analysis, Transformational Leadership

JEL Classification: M12

Paper Classification: Research Paper

Introduction

Presently, the world has been characterized by globalization of products and services in the marketplace, the significance of human beings as a resource that can potentially provide competitive advantage has become more important. It is for that reason; the employees of an



organization are integral to the success of that particular organization, researchers interested in managing human capital have increasingly focused on human resource practices as the levers through which firms might build the human capital that makes up resources and capabilities (Wright et al. 2007). The altering circumstances call for stimulating and transforming organizations to meet competitive challenges. Employees play an important role in organizations, they are the greatest resource an organization can have and it is through their involvement and loyalty that the organization can become competitive (Sempene, Rieger & Roodt, 2002). The effectiveness of any organization depends on Recruitment policy, managing, developing and retaining its human resource (Wallach, 1983). Among many determinants of organizational success, that is, conflict management, leadership styles and personality traits are the most important (Robbins et al. 2008). An individual difference in characteristic patterns of thinking, feeling, and behaving is the personality of an individual. Leadership was associated with strength of personality (Bass 1990). Leadership creates a new vision; increases the self confidence in employees through coordination and communication (Bohn and Grafton 2002). Effective men of leader and efficiency to resolve the conflict, depends upon the personality of the managers and executives of any organization, particularly the insurance sector companies for this study.

Personality Traits

An individual's personality is the composite of intellectual characteristics that makes them exclusive from other individuals. If someone wants to understand the behavior of employees in the organization, it would be helpful if one knows something about the personality of that individual. Personality is an individual's distinctive psychological and intellectual arrangements; or, a person's exclusive steady pattern of thinking, feeling, and acting. Personality traits hold specific components in an organizational structure and have dynamic features, which will react differently to the changes of the environment (Lin & Chiu, 1999). The big five personality trait model is the frequently used term for the model of personality which demonstrates five fundamental factors of personality. It combines the emotions, attitude and behavior of the people. According to Costa and McCrae (1995); Robbins et al., (2008); Mount and Barrick, (1991); Judge et al., (2002), there are five factors of personality which are extroversion, openness to experience, agreeableness, conscientiousness and neuroticism. According to Ehrhart (2006) and Bozionelos (2004), extraversion encompasses characteristics that include sociability, affiliation, and gregariousness as well as the extent to which individuals are assertive, dominant, and experience positive affect. Openness to experience is related to technical and imaginative creativity, contradictory philosophy and political liberalization. Agreeableness is the optimistic views which make them believe that all the people in the society are honest and cooperative. It involves attributes such as selflessness, collaboration, and affection. Conscientiousness is a propensity to demonstrate self-regulation and perform obediently. Conscientious individuals tend to have a sense of duty, be organized, and efficient. Neuroticism can be defined as the tendency to be concerned, suspicious, anxious and effective. Due to lack of confidence, people always have a defensive attitude, feel fearful and insecure.

Leadership Styles

A leader is one of the most interested roles in the organizations and institutions. They can set the tone of the organization through their own behavior, define its values and norms and create and maintain the persona of what the organization is about (David and Ricky, 2006). In the organizational world, efficient leadership and organizational achievement are directly entwined with no organization stronger than the traits of its leadership. Yahchouchi (2009) defined

'leadership as a process through which individuals influence the others in the organization to achieve their individual and organizational goals.' There are different styles of leadership ranging from autocratic, democratic, charismatic, participative, situational and bureaucratic (Mosadeghrad, 2003). But new findings suggest two categories of leadership styles, namely transactional leadership (TL) and transformational leadership which was given by (James McGregor Burns 1978). TFL can be visualized when leaders and followers construct each other forward to advanced level of ethics and motivation. In this, leaders follow the relationship-oriented principle than work completion. Avolio and Bass (1994) classified the leadership skills into 4 I's including idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. The leaders with Idealized influence characteristics will be able to achieve faith and respect of followers because they have clear vision and purpose in their minds; leaders with Intellectual stimulation motivates and stimulates innovation and creativity in the team members and their followers by questioning assumptions and exemplifying old situations in new tactics (Nicholson 2007); Inspirational motivation includes the actions or behaviors of the leaders that inspire the group members to view the future positively, pressure at panel strength and communicate a vision that is manageable and attainable (Antonakis et al. 2003). Individual consideration is the attention to individual differences, having contracted with all of them, provoking the followers to be experienced through transferring responsibility (Hatter and Bass, 1988). On the flip side, TL leaders believe in standards, coursework and duty-based goals. The TL presently has a deep trust on jobs close to an end at specified time, completion, rewards and punishment systems in the workplace persuade and inspire the employees for accomplishing their individual and organizational goals. Bass and Avolio (1994) categorized TL further into contingent rewards, management by exception (active) and management by exception (passive). Contingent rewards mean that the leader clarifies the duties and responsibilities that most need to be accomplished and use rewards to achieve results (Nicholson, 2007). Management-by-exception (active) are those leaders who enthusiastically evaluate and monitor the work of subordinate and make it certain that predefined standards are met (Antonakis et al., 2003). Management-by-exception (passive) leaders ensure that followers accomplish predetermined standards without direct involvement.

Conflict Management (CM) Styles

Conflict is a state of unsettled differences within an individual, between human beings, an individual and a group, or two or more groups. Conflict of various types may happen all through one's profession. While conflict is a natural part of the work environment, it is most important that there are individuals who understand conflicts and identify the coping strategies to resolve it. Conflict occurs when an individual or a group feels negatively affected by another individual or group (Wall and Callister 1995). Conflict management refers to the strategies followed by both the parties to cope with a conflicting situation. Rahim (2002) 'Conflict management refers to the process of eliminating the negative aspects of conflict, while escalating the positive aspects of conflict. Its aim is to improve learning and group outcomes, including effectiveness or performance in an organizational setting.' Thomas (1976) and Dutch test for CM designed by Van De Vliert (1997) and De Dreu et al. (2001) suggested the five modes: avoiding, accommodating, competing, collaborating and compromising. Avoiding style neglects the conflict or denies the availability of conflict rather than finding a solution to the problem 'One seeks for neither own concerns nor others. Accommodating style neglects personal concerns to persuade the concerns of the opposite parties. It is a form of self-sacrificing kindness that is followed by the fulfillment of others' wishes when one would prefer not to do. The people look for their own concerns at

the cost of other's concerns by applying all suitable authority to succeed the location and protect something that is believed to be correct in competing style. In collaborating style, detection of all concerns of both parties through a solution that gratify both parties totally because of attempts to find alternatives to satisfy needs of all of them. Compromising style search for a mutually suitable clarification that persuade both the parties moderately via taking into consideration some concerns of both parties and neglecting others by exchanging concessions and finding a middle ground position.

Review of Literature

Studies Related to Personality Traits, Conflict Management and Leadership Styles

Bono and Judge (2004) investigated the relationship between big five personality traits and transformational, transactional leadership behaviors. The researcher used secondary data from 26 independent studies from national and international journals. The resulting findings concluded that personality traits were correlated to transformational leadership and transactional leadership styles; however, extraversion was the strongest and most consistent aspect of correlation between different personality dimensions and transformational leadership. Ahmed et al. (2010) examined the correlation between personality dimensions and preferred conflict management styles. The study conducted a survey of 300 university students being future managers by taking two big five personality factors such as extraversion and openness to experience and conflict handling styles such as competing and avoiding. Descriptive statistics and correlation analysis techniques were used to analyze the results of the study. The research findings concluded that there was a significant relationship between personality traits and conflict handling styles chosen by individuals. Alkahtani et al. (2011) investigated the influence of the Big Five dimensions of personality and leadership styles of 105 Malaysian managers. Descriptive statistics, correlation and factor analysis techniques were used to analyze the data. The results of this study showed a positive significant correlation between the personality of managers and their leadership styles and the study also revealed that the Malaysian managers have a tendency to enjoy personalities that were alert and open to experience; however, the respondents of this study scored higher in consultative leadership style; moreover, both openness to experience and emotional steadiness were significantly and optimistically related with consultative leadership style. Salimi et al. (2011) investigated the relation between personality traits, leadership styles and conflict management strategies of 200 superior managers of a military division in Qom by using simple random sampling technique. The study results calculated by applying a correlation technique, emphasized that benevolence-consolatory essential leadership style was the most commonly used strategy and friendly personality was the most experimental characterization; however, there was a considerable optimistic correlation between the extrovert personality and conflict management strategy score and a significant pessimistic correlation between emotional instability and incompatible style. Anwar et al. (2012) integrated interpersonal conflict with personality dimensions like extraversion, conscientiousness, and neuroticism. A total of 325 questionnaires were disseminated through e-mails by using the convenience sampling technique to collect the data for the research study. It has been highlighted by the study that extraversion was associated and predicts interpersonal conflict and the evidence supported the hypothesis that conscientiousness was negatively related to interpersonal conflict and conscientiousness moderated the relationship between extraversion and interpersonal conflict. Ejaz et al. (2012) identified the correlation between conflict handling strategies and personality traits of 128 call center representatives from a bank and a telecommunication industry. The study assumed

that for both the organizations, the most commonly used conflict management styles would be integrating and obliging. The results confirmed the assumptions that a significant relationship was found between personality traits and conflict handling styles; however, three conflict-handling styles were persistent, i.e. integrating, obliging and compromising; and most occurring personality traits were openness to experience, conscientiousness and agreeableness. Malekiha (2012) examined the association between work- family conflict and Big Five personality traits in 118 female employees in two large organizations by using stratified random sampling technique. The result findings have predicted significant negative relationship between conscientiousness, agreeableness, openness to experience and both constructs of conflict management, and extraversion was not related to both direct of conflict, whereas neuroticism was related to both; however, conscientiousness was the only personality trait related to both directions of conflict such that person higher in this trait experienced less work-family conflict. Farsani et al. (2013) evaluated the correlation between leadership styles and personality traits amongst 185 female physical education teachers from the age group of 24-37 years in Isfahan city. The results of the study showed that a positive and significant relationship was found between overall leadership styles and personality traits; however, based on these results, the research concluded that the personality traits play an important role in influencing, persuading and mobilizing others and was argued to be important for the success of various leadership styles. Garcia (2014) explored the associations between the subordinates' perceptions about the elementary principal's big five personality traits and leadership styles. The data were collected from 242 teachers and analyzed by using partial correlation and multiple regression. The results of the study found out that a significant relationship exists between five perceived personality dimensions and leadership styles in this particular organization; however, when principles were rated on the traits such as conscientiousness and extraversion, they were perceived to be as passive-avoidant leaders. Rabbani et al. (2016) determined the relationship between leadership styles and personality traits. The data were collected from Health Care Centers Directors, Iran University of Medical Sciences (IUMS). Descriptive statistics, chi square test and Spearman rank correlation were applied to find the results of the study. The result findings indicated that the dominant leadership styles were consultative and participating; and type of personality was conservative. Although there was no significant correlation between personality traits and leadership style. Clack (2017) examined the role of leadership styles and personality traits on the usefulness of specialized communication in healthcare. Review of current and past research studies related to leadership and personality theories was examined in depth. There are a number of recent studies adding knowledge to the new-found belief that introvert people possess traits that can contribute to their success in leadership roles. According to a review of the modern investigation, organizations may well benefit from the addition of introverts in leadership positions in their workplace. Since introverts communicate in some diverse ways than extroverts do, organizations should come across their current techniques of communication and ensure that the channels of communication are effective for all types of leaders. Priyadarshini (2017) examined the relationship between personality and conflict resolution styles. The data for the study were collected from 270 post graduate business students from Chandigarh region. The data were analyzed by using descriptive statistics and regression analysis statistical tools. The findings concluded a strong relationship between conflict management styles and personality dimensions; moreover, the impact of personality traits tend to be significant on conflict management styles.

Need of the Study

The business organizations of most of the developing nations come across very ordinary troubles of human resources in their organizations such as rate of employee turnover is touching

the roofs, work related pressure, frequent leaves and dissatisfaction among employees in the work environment. It is because of the reason that employees shift to some other organizations due to slightly better attractions i.e. better work environment, an accommodating supervisor, effective conflict resolving mechanism, grievance handling procedure and compassionate leader superior. The same problem is faced by insurance sector concerns in India who are working in this competitive environment to make their business profitable for themselves as well as for their employees. So, it is essential to study the variables that affect the style of leadership and conflict management in the organization and the most concerned variable is personality dimensions. As insurance sector is one of the important determinants of growth of the economy, it will enable the researcher to probe out some of the findings and recommendations for the managers and executives of insurance sector concerns to learn more about the effects of their personality traits on leadership styles and conflict management styles.

Research Objectives

The general objective of this study is to examine the influence of personality traits on conflict management and leadership styles. Beside the general purpose of the research, the following specific objectives have been mentioned in the research:

1. To study the impact of personality traits on conflict management.
2. To study the impact of personality traits on leadership styles.

Research Hypothesis

- H_{01} : There is no significant relationship between personality traits and conflict management.
- H_{02} : There is no significant impact of personality traits on conflict management.
- H_{03} : There is no significant relationship between leadership styles and personality traits.
- H_{04} : There is no significant impact of personality traits on leadership styles.

Research Methodology

The procedure used in the present research is as follows:

Research Design, Sample and Procedure

In this research work, a descriptive research design was applied with conflict management and leadership styles as the dependent variable and personality traits as independent variable. For the purpose of sample selection, the public and private sector insurance companies were selected from Punjab as the total sampling frame in the year 2015-16. The sample was selected using purposive non random sampling technique from 500 managers and executives of insurance sector concerns. After the screening process, 477 respondents were selected for further data analysis. Both primary and secondary data is used to collect data. The primary information was collected through a well-planned questionnaire. Managers and executives were asked to respond to the questions about their perceptions regarding conflict management, leadership styles and personality traits in their organization. On the other hand, the secondary data was collected through various websites, books, journals, magazines and newspapers.

Instruments

For this study, three standardized scales one for each of the three variables was selected. The reliability of the scales was assessed by using Cronbach's alpha (α) and validity of the scale was assessed by confirmatory factor analysis (CFA). Dutch test (DUTCH) given by (De Dreu 2001) was used to measure the choice of strategy for conflict management among the managers and executives of insurance companies. Questionnaire developed by (Bass and Avolio 1996) was used to measure the leadership styles by multi-factor leadership. A standardized scale of Big Five personality Inventory developed by (John and Srivastava 1999) was used. The participants were asked to reveal their opinions about the above mentioned three variables on a 5- point Likert type scale (1=strongly disagree and 5= strongly agree).

Reliability of Data

The reliability of a scale refers to "The extent to which a scale produces consistent results if repeated measurements are made on the characteristics." (Malhotra, 2004). For this purpose Cronbach's alpha coefficient was used. The cronbach's alpha coefficient can take values from 0 to 1 and a value for a scale less than 0.6 is considered unsatisfactory. In this study, Cronbach's alpha was calculated for each scale using SPSS software and values of all scales has been noted more than 0.6 and hence, it seems satisfactory.

Table: 1
Reliability of measurement items

Constructs	Cronbach's Alpha
Big Five Personality Inventory	0.826
Multifactor Leadership Questionnaire	0.733
Conflict Mode Instrument	0.624

Source: Primary Source, Compiled from SPSS Software

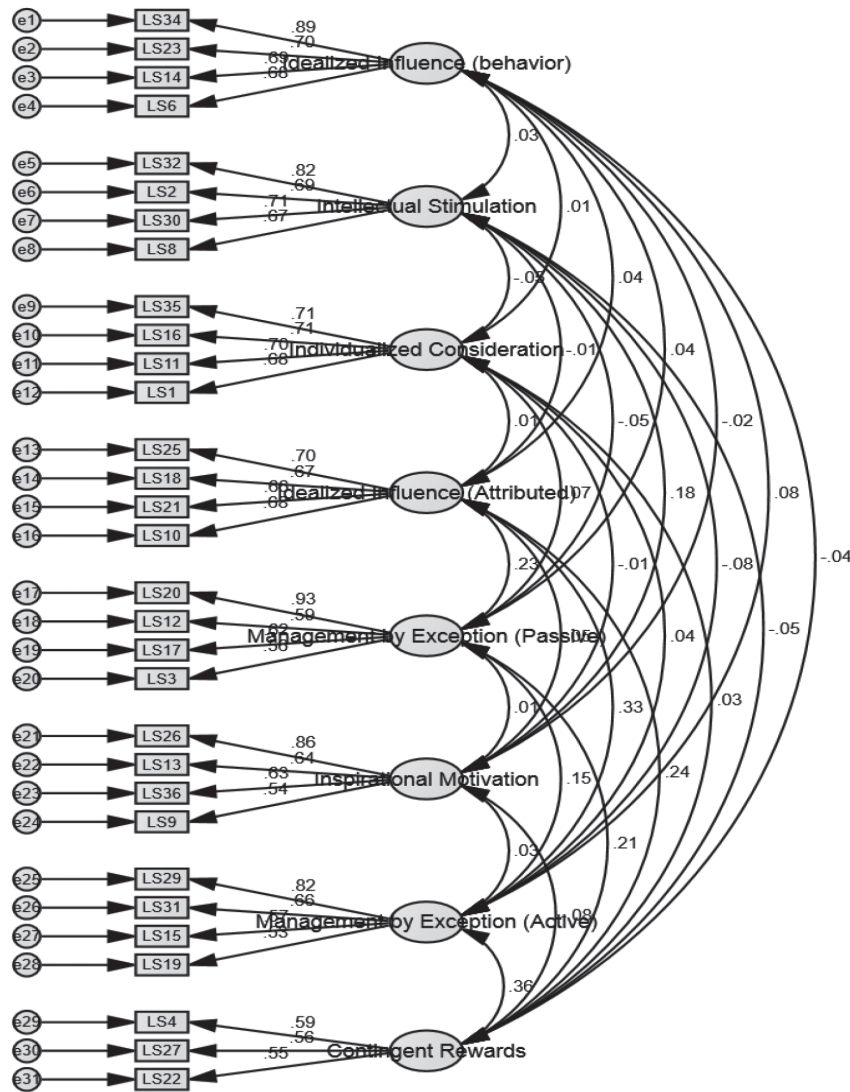
Validity of The Data

The validity of the data was assessed by using confirmatory factor analysis (CFA). The CFA is a unique form of factor analysis, which is used to test whether the constructs are consistent with the results of exploratory factor analysis and understanding of researcher about that construct. The results for CFA were calculated in AMOS 21.0 software.

- **Confirmatory Factor Analysis (CFA) of the Multifactor Leadership Construct**

The path diagram 3.2B.1 shows the results of confirmatory factor analysis for leadership construct. The most important factor extracted was management by exception (passive) because the standardized regression weights were higher for this factor. The CFI (0.952) and GFI (0.925) value shows that model is a good fit, the value of RMSEA is less than 0.032 it is also good in statistics. The value of X2 is 609.890 ($p=0.000$) which is statistically significant at the 5 percent level of significance.

Figure 1: Path Diagram of Leadership Styles

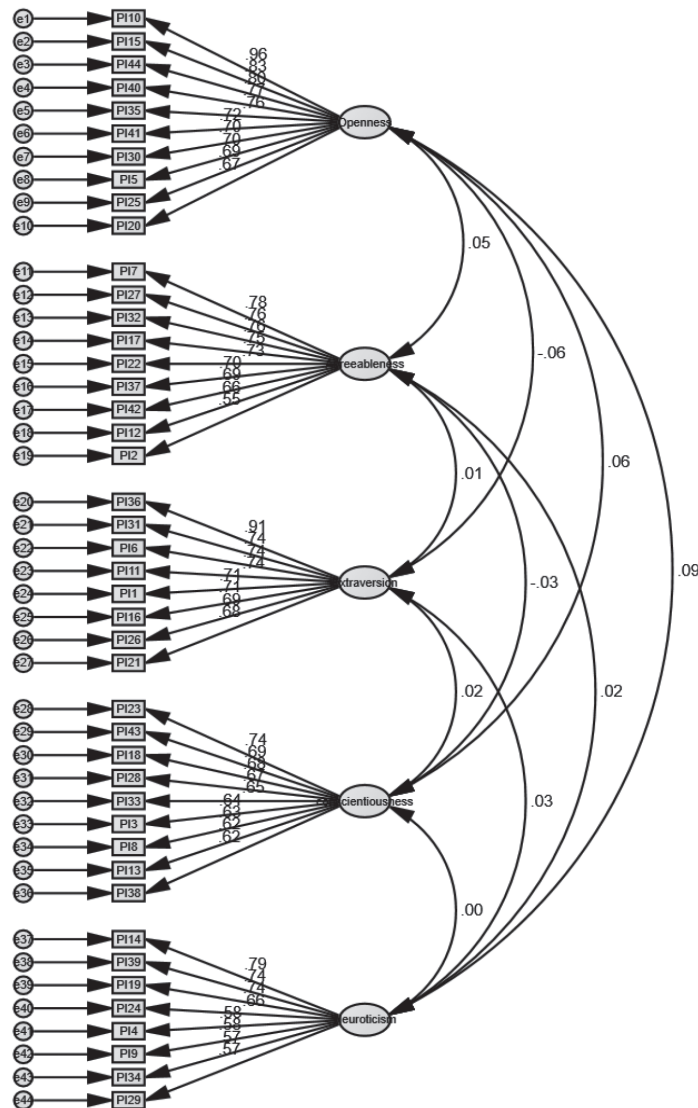


Source: Primary Data, Compiled from AMOS Software

• **Confirmatory Factor Analysis (CFA) Results of Personality**

The confirmatory factor analysis results of big five personality traits have been shown in the path diagram 3.2B.2. The standardized regression weights in the path diagram were greater than 0.5; therefore, no modifications in the model were required. The most important factor is; openness to experience which scores high, which implies that the managers should focus on employees having the quality of openness to new experience. The values of CFI (0.866), GFI (0.834) and RMSEA (0.060) are statistically acceptable because the value of CFI and GFI is less than 0.9 and that of RMSEA is more than 0.04; moreover, these values are acceptable, need of further modifications is not required.

Figure 2: Path Diagram of Personality Traits

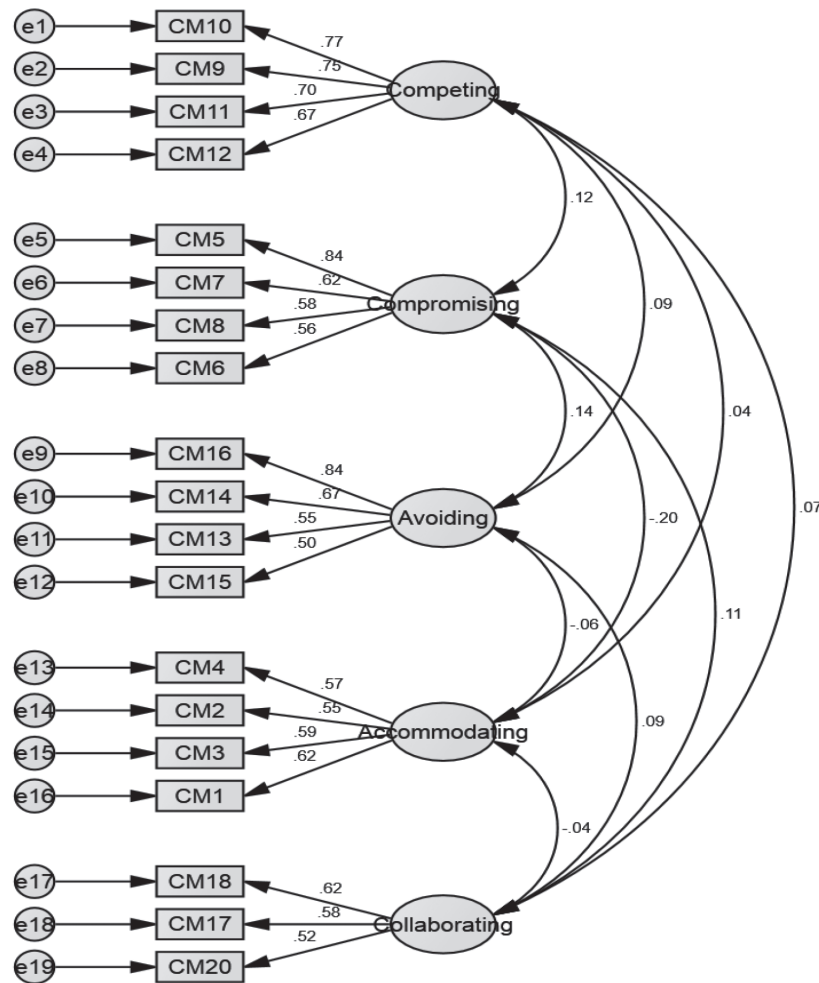


Source: Primary Data, Compiled from AMOS Software

• **Confirmatory Factor Analysis (CFA) of Conflict Management**

In this research work, Dutch conflict management scale was used to find the results of the study. The results of confirmatory factor analysis have been shown in the path diagram which indicates that the overall model is a good fit. The values of all parameters were statistically significant and the model was a good fit except RMSEA. The CFI (0.921), GFI (0.935) shows the adequate value of more than 0.9; but RMSEA should be less than 0.04 for a model to be a good fit. After eliminating CM19 the values of all the items in the five factors are greater than 0.5 which is statistically good fit. The most important factor from among the five factors comes out to be competing; whereas, the least important collaborating.

Figure 3: Path Diagram of Conflict Management



Source: Primary Data, Compiled from AMOS Software

Data Analysis

To analyze the data and compute the results, various statistical tools were applied. The descriptive statistics such as percentage was used to elaborate the demographic characteristics of the respondents. The correlation was used to find the relationship between personality traits, leadership styles and conflict management styles; and regression analysis was used to study the impact of independent variables (Personality Traits) on the dependent variables (conflict management and leadership styles).

Demographic Profile of Respondents

Table 2
Characteristics of respondent's profile

Characteristics	Data Value
Age	>30 up to 40 years (6.5 percent), >40 up to 50 years (53.0 percent), more than 50 years (40.5 percent)
Gender	Male (90.4 percent), Female (9.6 percent)
Marital Status	Married (100 percent)
Educational Qualifications	Undergraduate (3.2 percent), Graduate (46.3 percent), Post Graduate (44.2 percent), any other degree (6.3 percent)
Designation	Executives (9.43 percent), Managers (47.59 percent), Assistant Managers (42.98 percent)
Salary	400 thousand- 500 thousands (35.8 percent), more than 500 thousand (64.2 percent)
Experience	Less than 5 years (1.7 percent), 5-10 years (12.2 percent), 10-15 years (47.6 percent), more than 15 years (38.5 percent).

Source: Primary Data, Complied from SPSS Software

The major findings of the study about the demographic profile of the respondents were elaborated from the Table 2, so it can be concluded:

- The majority of the respondents were male (90.4 percent).
- The majority of the respondents belonged to the age group <40 up to 50 years (53.0 percent), followed by more than 50 years (40.5 percent).
- All the respondents either male or the female were married (100 percent).
- The majority of the respondents were graduates (46.3 percent), followed by postgraduate (44.2 per cent).
- Based on the results of the study, the majority of the respondents received annual salary more than 500 thousand (64.2 percent).
- From the results, it has been concluded that most of the respondents have the experience ranging between 10-15 years.
- Among the total respondents of the study, 45 (9.43 percent) were executives, 227 (47.59 percent) were managers, followed by assistant managers who were 205 (42.98 percent).

To Study the Impact of Personality Traits on Conflict Management Styles

H_{01} : There is no significant relationship between personality traits and conflict management.

H_{02} : There is no significant impact of personality traits on conflict management.

Table 3
Correlation Analysis Between Personality Traits and Conflict Management Styles

	Extraversion	Agreeable	Conscientious	Neuroticism	Openness	Accommodating	Compromising	Force	Avoiding	Collaborating
Extraversion	1									
Agreeable	.281**	1								
	.000									
Conscientious	.271**	.472**	1							
	.000	.000								
Neuroticism	.285**	.632**	.619**	1						
	.000	.000	.000							
Openness	.276**	.598**	.644**	.716**	1					
	.000	.000	.000	.000						
Accommodating	.338**	.668**	.635**	.722**	.726**	1				
	.000	.000	.000	.000	.000					
Compromising	.244**	.431**	.463**	.659**	.655**	.617**	1			
	.000	.000	.000	.000	.000	.000				
Competing	.948**	.270**	.287**	.312**	.292**	.343**	.258**	1		
	.000	.000	.000	.000	.000	.000	.000			
Avoiding	.286**	.964**	.476**	.657**	.610**	.676**	.429**	.285**	1	
	.000	.000	.000	.000	.000	.000	.000	.000		
Collaborating	.301**	.594**	.863**	.694**	.727**	.790**	.593**	.311**	.597**	1
	.000	.000	.000	.000	.000	.000	.000	.000	.000	

** Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, Compiled from SPSS Software

The Table 3 showed the relationship between various dimensions of personality and conflict management style. There exists a positive and significant relationship between all the constructs of personality and conflict management. The null hypothesis H01 is rejected and alternate hypothesis is accepted. The extraversion personality trait was highly correlated with Competing conflict management, but low correlated with accommodating, compromising, avoiding and Collaborating conflict management styles, which signified that the extrovert managers force their employees to resolve the conflict. Agreeable personality employees were highly correlated with avoiding and accommodating conflict management style, but low correlation coefficient with Competing conflict management, it entailed that the managers who agreed with other people try to either avoid or gain something for themselves.

Table 4
Regression Analysis of Conflict Management and Dimensions of Personality

Model	Standardized Coefficients	T	Sig.	
	Beta			
(Constant)		-2.678	.000	
Extraversion	.264	16.393	.000	R square .891 Adjusted R square .890 F 769.49 Sig. F .000a
Agreeableness	.305	14.863	.000	
Conscientiousness	.199	9.527	.000	
Neuroticism	.252	10.346	.000	
Openness	.220	9.130	.000	

a) Predictors: Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness

b) Dependent variables: Conflict Management

Source: Primary Data, Compiled from SPSS Software

Table 4 revealed the results of regression analysis between personality traits and conflict management styles. The value specified by the R-square for this model was 0.890 which depicted that independent variable explained 89 percent of the variation of the dependent variable. Conflict management was determined in a positive manner by all the five dimensions of personality the null hypothesis H₀₂ is rejected and alternate hypothesis are accepted because the personality traits have a positive and significant impact on conflict management.

To Study the Impact of Personality Traits on Leadership Styles

H₀₃: There is no significant relationship between leadership styles and personality traits.

H₀₄: There is no significant impact of personality traits on leadership styles.

Table 5
Correlation Analysis Between Personality Traits and Leadership Styles

	Extraversion	Agreeable	Conscientious	Neuroticism	Openness	Transformational	Transactional
Extraversion	1						
Agreeable	.281** .000	1					
Conscientious	.271** .000	.472**	1				
Neuroticism	.285** .000	.632**	.619**	1			
Openness	.276** .000	.598**	.644**	.716**	1		
Transformational	.525** .000	.757**	.688**	.794**	.783**	1	
Transactional	.340** .000	.732**	.677**	.856**	.864**	.925**	1

** Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data, Compiled from SPSS Software

In the table 5, it has been shown that there was a positive and significant correlation between dimensions of leadership style and personality. Therefore, the null hypothesis H03 is rejected and alternate hypothesis is accepted. Transformational leadership style was highly correlated with all the personality traits such as neuroticism, openness to experience, agreeableness, conscientiousness and extraversion; which signifies that TFL leaders are more emotionally stable, attached, welcome the new ideas and suggestions of the employees. The openness to experience, neuroticism, conscientiousness, agreeableness personality traits were highly correlated with transactional leadership style, but extraversion personality trait has low correlation with this leadership style; it explained that managers with more concern for work prefer open, agreeable, conscientious and emotionally stable personality traits.

Table 6
Regression Analysis of Leadership and Dimensions of Personality

Model	Standardized Coefficients	T	Sig.	
	Beta			
(Constant)		-6.668	.000	
Extraversion	.147	9.403	.000	R square .898 Adjusted R square .897 F 825.73 Sig. F .000a
Agreeableness	.251	12.641	.006	
Conscientiousness	.114	5.618	.000	
Neuroticism	.325	13.791	.060	
Openness	.345	14.741	.001	

c) Predictors: Extraversion, Agreeableness, Conscientiousness, Neuroticism, Openness

d) Dependent variables: Leadership

Source: Primary Data, Compiled from SPSS Software

The Table 6 above revealed the results of regression analysis between personality traits and leadership dimensions. The value specified by the R-square for this model was 0.898 which depicted that independent variable explained 89 percent of the variation of the dependent variable. Leadership style was determined positively by four dimensions of personality, such as extraversion, agreeableness, conscientiousness and openness to experience; whereas, the impact of neuroticism comes out to be insignificant ($p > 0.05$). It implies that emotionally unstable employees cannot be regarded as good leaders. The null hypothesis H04 is rejected and alternate hypothesis are accepted because the personality traits have a positive and significant impact on Leadership dimensions.

Discussion and Conclusion

In the present scenario, the products and services produced by the organizations face competition from other organizations because of globalization in the marketplace. This competition can become advantageous if the workforce of the organization is loyal; and more importantly the significance of human beings as a resource that can potentially offer competitive improvement is realized by the organizations. With this competition and globalization, more conflicting situations arise in the workplace and effective leadership is required for handling the conflicting situations. Thus, the purpose of this study is to examine the impact of personality traits on conflict management and leadership styles in the field of insurance sector of Punjab. In the light of the above analysis, it can be concluded that there exists a positive and significant correlation between leadership styles and various dimensions of personality, which signified that Transformational leaders and Transactional Leaders tended to be more emotionally stable, attached, welcome the new ideas and suggestions of the employees. There exists a positive

and significant relationship of all the styles of conflict management and various constructs of personality, such as neuroticism, openness to experience, agreeableness, conscientiousness, and extraversion. As far as the impact of personality traits on conflict management and leadership styles is concerned; conflict management was determined positively by all the five dimensions of personality; whereas, leadership style was determined in a positive manner by four dimensions of personality, such as extraversion, agreeableness, conscientiousness and openness to experience; the impact of neuroticism comes out to be insignificant. Due to time and money constraints, the study suffers from various deficiencies. For future research, it can be recommended that the other variables of human interest such as job satisfaction, performance, grievance handling, organizational commitment and stress management can be utilized in relation to one or more of the variables of this study.

References

- Ahmed, I., Nawaz, M. M., Shaukat, M. Z., & Usman, A. (2010). Personality Does Affect Conflict Handling Style: Study of Future Managers. *International Journal of Trade, Economics and Finance*, 1(3), 268-270.
- Alkahtani, A. H., Abu, I., Sulaiman, M., & Nikbin, D. (2011). The Impact of Personality and Leadership Styles on Leading Change Capability of Malaysian Managers. *Australian Journal of Business and Management Research*, 1(2), 70-99.
- Antonakis, J., Avolio, B. J., & Sivasubramaniam, N. (2003). Context and leadership: An examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The Leadership Quarterly*, 14(3), 261–295.
- Anwar Ch. M., Shahzad K., & Rehman Q. (2012). Managing Conflicts Through Personality Management. *African Journal Of Business Management*, 6(10), 3725-3732.
- Bass, B. (1990). *Bass and Stogdill's Handbook of Leadership: Theory, research, and managerial applications*. New York: The Free Press.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage Publications.
- Bohn, J.G., & Grafton, D. (2002). The relationship of perceived leadership behaviors to organizational efficacy. *Journal of Leadership & Organizational Studies*, 9(2), 65-79.
- Bono, J. E., & Judge, T. A. (2004). Personality Traits, Transformational and Transactional Leadership: A Meta-Analysis. *Journal of Applied Psychology*, 89(5), 901-910.
- Bozionelos, N. (2004). The big five of personality and work involvement. *Journal of Managerial Psychology*, 19(1), 69-81.
- Burns, J. M. (1978). *Leadership*. New York: Harper & Row.
- Clack LA. (2017). Examination of Leadership and Personality Traits on the Effectiveness of Professional Communication in Healthcare. *Journal of Healthcare and Communication*, 2(2),11
- Costa, P. T., & McCrae, R. R. (1989). *NEO-PI Professional Manual*. Odessa, FL: Psychological Assessment Resources.
- David, F., & Ricky, W. G., (2006). Dysfunctional Organization Culture, The Role of Leadership in Motivating Dysfunctional Work Behaviors. *Journal Of Managerial Psychology*, 21 (8),698-708.
- De Dreu, C. K. W., Evers, A., Beersma, B., Kluwer, E. S., & Nauta, A., (2001). A Theory-based Measure of Conflict Management Strategies in the Workplace. *Journal of Organizational Behavior*, 22, 645-668.

- Ejaz, S. S., & F. I. (2012). The relationship between Personality Traits and Conflict Handling Styles of Call Center Representatives and Appraisal of Existing Service Model. *International Journal of Psychological Studies*, 4(4), 27-36.
- Erhart, K. H. (2006). Job characteristics, beliefs and personality as antecedents of subjective person-job fit. *Journal of Business and Psychology*, 21(2), 193-226.
- Farsani, M. E., Arofzad, S., & Hosaini T. A. (2013). Relationship Between Leadership Styles and Personality Traits Among Woman Physical Education Teachers. *European Journal of Sports and Exercise Science*, 2(1), 17-21.
- Garcia, M., Duncan, P., Bubb, M., & James, M. (2014). You Have What? Personality! Traits That Predict Leadership Styles for Elementary Principals. *Journal of Psychology*, 5, 204-212.
- Hatter, J. J., & Bass, B. M., (1988). Superiors' evaluations and subordinates' perceptions of transformational and transactional leadership. *Journal of Applied Psychology*, 73(4), 695- 702.
- John, O. P., & Srivastava, S. (1999). *The Big-Five trait taxonomy: History, measurement, and theoretical perspectives*. In L.A.Pervin and O.P. John (Eds.), *Handbook of personality: Theory and research* (pp.102-138). New York, NY, US : Guilford Press.
- Judge, T. A., Heller, D., & Mount, M. K. (2002). Five-factor model of personality and job satisfaction: A meta-analysis. *Journal of Applied Psychology*, 87(3), 530-541.
- Lin, N. P., Chiu, H. C. (1999). A study of service quality: The effects and applications of service providers' personality traits. *Journal of Management*, 16(2), 175-200.
- Malekiha, M. R. (2012). Work-Family Conflict and Personality. *Interdisciplinary journal of contemporary research in business*, 3(10), 144-152.
- Malhotra, N. K. (2004). *Marketing Research: An Applied Orientation*. New Jersey: Pearson Education, Inc.
- Mosadeghrad, A. M. (2003). The role of participative management (suggestion system) in hospital effectiveness and efficiency. *Research in Medical Sciences*, 8(3), 85-89.
- Mount, M. K., & Barrick, M. R. (1991). The big five personality dimensions and job performance: a Meta-analysis. *Personnel Psychology*, 44(1),1-26.
- Nicholson II, W. D. (2007). Leading where it counts: An investigation of the leadership styles and behaviors that define college and university presidents as successful fundraisers. *International Journal of educational advancement*, 7(4), 256- 270.
- Priyadarshini, S. (2017). Effect of personality on conflict resolution styles. *International Journal of management and Social Sciences*, 7 (2), 196-207.
- Rabbani M., L.R. (2016). Relationship between type of personality and leadership style in urban health care centers of Iran University of Medical Sciences (IUMS). *International Journal of Research in Business Studies and Management*, 3(6), 51-55.
- Rahim, M. A. (2002). Toward a theory of managing organizational conflict. *International Journal of Conflict Management*, 13(3), 206-235.
- Redman, L. V & Mory, A. V. H. (2009). *The Romance of Research*. Baltimore: The Williams & Wilkins Co.
- Robbins, S. B., Lauer, K., Le, H., Davis, D., Langley, R., & Carlstrom, A. (2008). Do psychosocial and study skill factors predict college outcomes? A meta-analysis. *Psychological Bulletin*, 130(2), 261-288.
- Salimi S. H., Karamina, R., & Esmaeili, A.A. (2011). The study of Personality Traits, Management Styles & Conflict Management in a Military Unit. *Iranian Journal of Military Medicine*, 13(1), 11-16.

- Sempame, M., Rieger, H., & Roodt, G. (2002). Job satisfaction in relation to organizational culture. *South African Journal of Industrial Psychology*, 28(2), 23-30.
- Thomas, K. W., & Schmidt, W. H. (1976). A survey of managerial interests with respect to conflict. *Academy of Management Review*, 19(2), 315-318.
- Van de Vliert, E., Nauta, A., Euwema, M., & Janssen, O. (1997). *The effectiveness of mixing problem solving and forcing. Using conflict in organizations*. London: Sage.
- Wall, J.A., & Callister, R. (1995). Conflict and its Management. *Journal of Management*, 3(12), 515-558.
- Wallach, E. (1983). Individuals and organizations: The culture match. *Training and development Journal*, 12, 28-36.
- Wright, M. P., & Kehoe, R. R. (2007). *Human resource practices and organizational commitment: A deeper examination* (CAHRS Working Paper No.#07-15). Ithaca, NY: Cornell University, School of Industrial and Labor Relations, Center for Advanced Human Resource Studies
- Yahchouchi, G. (2009). Employees' Perceptions of Lebanese Managers' Leadership Styles and Organizational Commitment. *International Journal of Leadership Studies*, 4(2), 127-140.
-

Authors' Profile

Poonam Rani, Assistant Professor at Shaheed Udham Singh College of Management, Arts and Computer Science, Mehlan (Sangrur), Punjab, India. She has presented research articles in 9 national and international conferences; attended 5 workshops; and published 6 articles in national as well as international Journals.
