

Review of: "Gender and Organizational Conflict Management: The Mediating Role of Personality"

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Potential competing interests: No potential competing interests to declare.

Previous note

This article may be published after some relevant amendments.

The management of organizational conflicts is a critical area for the effective functioning of any company. Conflicts can arise from various sources, such as differences of opinion, conflicting goals, inadequate communication, or even personal rivalries. However, a dimension often underestimated in the management of these conflicts is the influence of gender and personality of those involved. This text explores the importance of this relationship and how personality can act as a crucial mediator in the resolution of organizational conflicts. Understanding gender differences in conflict management is essential to promote an inclusive and productive work environment. Additionally, personality plays a crucial role in how individuals deal with conflicts. For example, an outgoing and assertive individual may prefer to confront the conflict directly, while someone more conciliatory may choose to find a compromise. In this sense, personality acts as a mediator between gender influences and conflict resolution strategies.

In this sequence, the relationship between gender and personality in the management of organizational conflicts is a rich and complex field of study, with significant implications for the functioning of companies. By recognizing and understanding these influences, organizations can develop more effective strategies to deal with conflicts and promote a collaborative and inclusive work environment.

In that case, some suggestions for modifications will be described.

Conflict management styles

Review the APA guidelines throughout the entire article: The year must come immediately after the author's name (Thomas, 1974); when it's a reference appearing for the first time in the text, it must include the names of all authors (only when there are more than 5 authors should 'et al.' be used); absence of some '&' before the last author.

The theory of conflict management styles needs to be further explored, incorporating the latest studies on the topic.

Gender, conflict management styles, and personality

It is important to define the concepts under study more objectively and to conduct further research on the topic to enable comparisons with the results obtained.

It is suggested to briefly define and operationalize each of the dimensions that constitute the personality and conflict management scale, in order to understand what is intended to be measured with each of them.

Gender and personality/ Personality and conflict management styles

Incorporating more recent studies on the topics

Clarifying the meaning of the Myers-Briggs Type Indicator.

The current study

Review the presentation of the hypotheses in order to facilitate reading and interpretation.

Procedure and measures

It is suggested to separate the 'procedures' from the 'instruments' and create a section designated 'Data Analysis'.

Research on the topics to be addressed in each mentioned part is recommended. I advise highlighting associations in Table 1 that present more relevant values.

Results

Structural model

It is suggested that the explanation of the structural model be included in the 'Data Analysis' section. It is advised to explain the design of the models in more detail for better understanding, particularly the choice of linking some errors together and the absence of association between 'gender' and 'intellect'. Review the fit indices, choosing those that best justify the explained variance.

Discussion

Incorporate results from more recent studies.

According to APA guidelines, authors who have not been previously referenced should not appear from the 'Discussion' section onwards (e.g., Hofstede, Hofstede & Minkov, 2010). Review this situation.

Limitations and suggestions for further works

Enhance this chapter with some additional suggestions for future studies in this area:

- Investigate the influence of age and professional experience on how individuals deal with workplace conflicts, considering whether these factors may modulate the relationship between gender, personality, and conflict management strategies.
- Explore the impact of organisational diversity and inclusion policies on how conflicts are perceived, managed, and resolved within organisations, considering how these policies may interact with employees' individual characteristics, including gender and personality.

- Conduct longitudinal studies to examine how conflict management dynamics may change over time in response to changes in individual, organisational, and contextual variables, providing a deeper understanding of the dynamic nature of conflicts in the workplace.

References

Updating the bibliography is essential to ensure that the study is based on the latest research and developments in the field. Here are some suggestions for updating the bibliography:

1. Include recent studies addressing the intersection between gender, personality, and conflict management in the business context. For example, articles published in academic journals specializing in organizational psychology, human resource management, or organizational behavior.
2. Look for works specifically addressing the validation of personality measurement instruments and conflict management strategies for the Polish context, if available.
3. Consider books or book chapters providing an overview of the latest research on the topic, offering a solid theoretical foundation for the study.
4. Consult academic databases such as PubMed, PsycINFO, Google Scholar, and Web of Science to identify relevant studies published after 2016.