

# Review of: "Employee Development and Turnover Intention: A Meta-Analytical Review"

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**Potential competing interests:** No potential competing interests to declare.

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What is this study about?

The study investigates the relationship between gender, personality traits, and conflict management styles in an organizational context. Using Rahim's Organizational Conflict Inventory and the Big Five Model, the authors analyzed data from 1,055 Polish workers. They found that gender differences in conflict management styles are mediated by personality traits such as Agreeableness, Emotional Stability, Extraversion, and Responsibility. Women preferred cooperative strategies, while men tended toward more dominant ones. The findings suggest that understanding individual preferences based on gender and personality traits may improve conflict resolution strategies in organizational settings.

## Methodology

**Participants:** A sample of 1,873 participants was recruited through a national survey panel. Subsequently, those without professional work experience and those who did not respond correctly to specific questions were excluded, resulting in a final sample of 1,055 individuals, with a gender distribution of 52.7% female and 47.3% male, ranging in age from 16 to 79 years.

**Measuring Instruments:** Rahim's Organizational Conflict Inventory was used to identify five conflict management styles. The Big Five Model was applied to assess participants' personality traits.

**Data Analysis:** Structural equation modeling was used to analyze the relationships between gender, personality traits, and conflict management styles. The direct and indirect effects of gender on conflict management through personality traits were examined.

Two structural models were used: In the structural model section used in the study, structural equation analysis (SEM) was employed to examine the relationships between gender, personality traits, and conflict management styles. Model fit criteria, such as chi-square significance, RMSEA, SRMR, NFI, and CFI, were established to assess the model's goodness of fit, which is satisfactory.

In the first model examined, only gender and conflict management styles were included, with no direct effects of gender on

conflict management observed. Subsequently, a second model exploring the relationship between gender, personality, and conflict management styles was analyzed, where gender differences in conflict management preferences were found to be fully explained by differences in personality traits, such as Agreeableness, Emotional Stability, Extraversion, and Responsibility.

This first model used in the study allowed the authors to identify how personality traits mediate the relationship between gender and conflict management styles, providing a deeper understanding of how these factors interact in conflict resolution in organizational settings.

In the second model analyzed in the study, the interrelationships between gender, personality traits, and conflict management styles in an organizational context were explored. In this model, personality was considered a mediator in the relationship between gender and conflict management styles.

Gender differences in conflict management preferences were found to be fully explained by differences in four specific personality traits: Agreeableness, Emotional Stability, Extraversion, and Responsibility. These personality traits mediated the relationship between gender and conflict management styles.

Specifically, it was observed that women showed a greater preference for the Integration style, which was positively related to their level of Agreeableness. In addition, women also presented higher levels of Emotional Stability, which influenced their choice of conflict management styles. On the other hand, men tended to show preferences for more dominant conflict management styles, which were related to lower levels of Agreeableness and Emotional Stability. Fit indices are satisfactory.

In summary, this second model revealed that gender differences in conflict management styles in an organizational setting are mediated by specific personality traits, highlighting the importance of considering gender and personality traits when designing effective conflict resolution strategies.

## **In conclusion**

The study findings highlight the importance of considering gender and personality traits when analyzing conflict management preferences in organizational settings, which can be instrumental in improving conflict resolution strategies and promoting a more harmonious and effective work environment.

My opinion is favorable.