

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

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## Previous note

This article holds the potential to be published after substantial changes to the original text. The addressed topic sparks significant interest in research overall and, more specifically, for those dedicated to studying personality factors influencing conflict management styles in the business environment.

In recent decades, we have witnessed a remarkable evolution in various cultures around the world, driven by social transformations, technological advances, and increasing global interconnectedness. This evolution has left an indelible mark on how individuals perceive and manage conflicts, highlighting the growing influence of personality in approaching these complex situations unfolding in different corners of the planet.

One of the most notable changes is the growing awareness of the importance of individuality in conflict management. As societies have become more diverse and globalized, understanding the unique personality of each individual has gained prominence. This has resulted in a greater emphasis on a personalized approach to conflicts, recognizing that different people respond in distinct ways to challenging situations.

In the context of conflict management, the influence of personality has become more evident. Research indicates that personality traits such as extroversion, conciliation, and assertiveness play a crucial role in how individuals face and resolve conflicts. Understanding these traits is essential not only at an individual level but also in a broader context, encompassing cultural and gender differences. The last decades have witnessed a significant shift in perceptions and roles associated with different genders. The traditionally associated approach to men and women in conflict management has been challenged, giving way to a more fluid and inclusive understanding.

In publishing this article, QEIOS will have the opportunity to contribute to enriching the theoretical foundations of the studied topic and promoting the development of new conflict management models. Furthermore, it is crucial that the results obtained in this research are adequately clarified and grounded to add value to the analysed text. It should be emphasized that the content of this article is intended for a diverse academic audience with varying levels of knowledge about the studied topic and should be structured to facilitate readers' understanding. Therefore, it is essential for QEIOS, as a scientific journal, to maintain its quality standards in the studied area. In this regard, some suggestions for changes are presented, namely:

## **Abstract**

### **“Introdução”**

- It is suggested that the article begins with an introduction to the topic under study.

### **Conflict management styles**

- Correct to Thomas (1974), following APA guidelines.
- The theory on conflict management styles needs to be further developed, presenting the emerging studies on the subject.
- The literature review in this article halted in 2016. Currently, there has been extensive research conducted on the constructs under study in recent years, revealing new findings and perspectives on the respective associations between variables.

### **Gender, conflict management styles, and personality**

- What is the reason for addressing the androgynous perspective if it is not a study objective? It is suggested to introduce recent articles presenting results from studies on these variables, enabling comparison and discussion with the findings obtained in this research.
- It is imperative to establish the definition of the personality concept, just as it becomes crucial to define the concepts of conflict and conflict management, as mentioned in the previous point.
- As the three variables are being addressed simultaneously, it is suggested to explore further the idea that in recent decades, we have witnessed a notable evolution in various cultures around the world. This phenomenon directly reflects on global conflict management, revealing a growing influence of individuals' personalities. Cultural heterogeneity contributes to distinct approaches in dispute resolution, highlighting the importance of individual characteristics in this process. It is noted that transcendental changes in international relations reflect not only cultural diversity but also gender nuances, revealing how men and women approach conflicts in unique ways. This complexity underscores the need for intercultural understanding and gender sensitivity to promote effective management of contemporary challenges.
- It is suggested to define and operationalize, briefly, each of the dimensions constituting the personality and conflict management scale to understand what is intended to be measured with each of them.

### **Gender and personality**

- Develop and update the text with more recent articles, following the suggestion from the previous point.

### **Personality and conflict management styles**

- If there is an intention to allude to the Myers-Briggs Type Indicators (MBTI), it would be advisable to briefly mention the

four pairs of dichotomies and provide some association and contextualization in the text. Readers need to grasp the essence of MBTI when it is referenced.

- Develop and update the text with more recent articles, in line with the suggestion from the previous point.

### **The current study**

- The content of this text should ideally be part of an "Introduction" or "Literature Review" chapter, where results of previous studies involving the variables under investigation are presented. On the other hand, instead of being dispersed throughout the text, hypotheses could be presented in the format:

- H1 - .....; H2 - .....

to aid in the readability and interpretation of the study's objectives. Each hypothesis corresponds to an arrow (→) in the models presented in Figures 1 and 2. This format facilitates the final discussion of the results, allowing for a more segmented presentation.

### **Method**

#### **Participants**

#### **Procedure and measures**

- It is recommended to separate the procedures from the instruments, as well as create a subchapter for "Data Analysis."
- The information under "Personality" and "Conflict Management Styles" can be redistributed between the "Procedures" and "Instruments" sections.
- In the "Procedures" section, include all necessary information for conducting human studies, such as institutional authorization requests, data collection methods, sampling type, confidentiality, voluntariness, data confidentiality, and all other information outlined in the Helsinki Declaration (2013).
- In the "Instruments" section, for result validation purposes, it is crucial to: identify the instrument used (author, year), provide validation and reliability values of the instruments (Cronbach's alphas, KMO, Bartlett's sphericity), and specify if they were validated for the Polish context. Mention the type of Likert scale used and provide an example item for each dimension of the scales.
- In the "Data Analysis" section, specify the software and statistical analysis methods used for data interpretation and treatment, as well as the indices used for interpreting SEM model fit. Include relevant information, such as  $\chi^2$ ,  $\chi^2/df$ , GFI ( $\geq 0.90$ ), AGFI ( $\geq 0.90$ ), CFI ( $\geq 0.95$ ; Hu & Bentler, 1999), TLI ( $\geq 0.95$ ; Hair et al., 2018), RMSEA ( $< 0.05$ ; Byrne, 2016), and Critical N (CN  $> 200$ ; Hoelter, 1983).
- In the preliminary descriptive analysis for item normality, state that maximum values for skewness ( $< 2$ ) and kurtosis ( $< 7$ ) were considered according to Finney and DiStefano (2013).

- To interpret Pearson correlation values (Table 1), provide cutoff points (below 0.200/very low; 0.200-0.399/low; 0.400-0.699/moderate; 0.700-0.899/high; 0.900-1/very high).

- In Table 1, consider highlighting associations with particularly relevant values.

## Personality

- Considering the results ( $\chi^2/df = 4.11$ ), it cannot be said that the model fit was good, considering Byrne's (1989) assertion that values above 2 should not be accepted. However, model fit may be deemed acceptable or reasonable when the value is below 5, as mentioned by other researchers (Gilles, 2002; Marsh & Hocevar, 1985).

## Conflict Management Styles

### Results

#### Structural model

- This information should be in the "Data Analysis" section, where the technique for operationalizing data analysis is mentioned.
- Adjust the language regarding model fit, following the suggestion from the previous point.
- In Model 2, the reason for the absence of the arrow connecting Gender and Intellect may be explained by the lack of a significant relationship between these variables, indicating that, in the context of the study, gender does not influence the intellectual dimension.
- Explicitly state the reason for the choice to connect some errors, as indicated by modification indices ( $IM > 5$ ). This choice was made considering that, although it makes the model more complex, it improves the model fit.
- Continuing the discussion on the classification of model fit (good vs acceptable/reasonable), the value of  $pclose=1.00$  may be interpreted as an inconsistency in the model. It is suggested to hide this value and replace it with another fit index, such as the TLI (Tucker-Lewis Index), if it is above 0.90. This will help confirm the amount of variation explained by the model parameters in relation to the total variation.

## Discussion

- The discussion could be enriched by incorporating results from other recent studies, by updating the bibliography.
- The statement regarding the unexpected discovery of a positive relationship between Sympathy and Avoidance, coupled with the consideration of cultural differences (Poland vs the rest of the world), underscores the importance of specifying whether the instruments are validated for the Polish context. This confirmation is crucial to validate the findings obtained in this study.

## Limitations and suggestions for further works

- Considering the statement - "The advantage of our study is primarily the stereotype-free approach: searching for an explanation of observed differences not in terms of affiliation to the gender group – but in terms of psychological aspects differentiating those groups. This approach is unique (there are no similar studies in the existing conflict management literature) and may be an inspiration for further research about other elements of organizational behavior" -, and considering the need to update the bibliography, rephrase the above statement."

- "Additional suggestions for future studies can be provided. Exploring the intersection of gender, personality, and conflict management in the business context is a crucial area to be explored in upcoming research. Understanding how personality traits differ between genders and influence conflict resolution dynamics can promote more effective and equitable work environments. Furthermore, connecting these variables with behavioral, motivational, and environmental constructs, along with other sociodemographic factors, is essential for a holistic understanding. Comprehensive investigations in this domain can offer valuable insights to enhance management strategies, fostering a more inclusive and efficient workplace."

## References

- "Update the bibliography. The last dates provided are from 2016."