

# Effects Of Personality On Conflict Resolution In Student Teams: A Structural Equation Modeling Approach

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“Conflict is defined as a situation in which people are aware that their own wishes are incompatible with the wishes of others or when people become frustrated in their efforts to achieve important goals”

Has anyone had conflicts  
in groups in their  
classes?

# Rahim Model of Conflict Resolution Styles

- Based on two dimensions:
  1. Concern for one's own position
  2. Concerns for positions of other parties to the conflict
- Integrating, obliging, dominating, avoiding and compromising

# Integrating Style

- Show high concern for their positions and the positions of others
- Prefer collaboration and interacting with others in a win-win manner

# Obliging Style

- Show low concern for own position and high concern for position of others
- Self-sacrificing style that leads to a lose-win outcome

# Dominating Style

- Show high regard for own position and low concern for position of others
- Competitive approach that leads to win-lose outcome

# Avoiding Style

- Low concern for one's own position and position of others
- Withdrawal or sidestepping - do not communicate needs
- lose-lose outcomes



# Compromising Style

- Show high-concern for their own short term interests and the short term interests of other parties, but may not show high regard for long-term interests
- Neither party loses, but neither's long term interests are met

# Personality Dimensions

- The Five-Factor Model: agreeableness, conscientiousness, neuroticism, extraversion, and openness to experience
- Neo Five Factor Inventory (NEO-FFI) - Costa and Macrae (2012)

# Neo-FFI

	Agreeableness	Openness	Extraversion	Conscientiousness	Neuroticism
High	warm, understanding, sympathetic and cooperative	reflective, creative, comfortable with abstractions	assertive, gregarious and sociable	well organized, dependable, and hard-working	insecurity, anxiety, depression
Low	harsh, insincere, rude and unsympathetic	conservative, resistant to change, practical	reserved, quiet or timid	lazy, disorganized, unreliable, or indecisive	calm, patient, emotionally stable

# Study Methodology

- 216 Participants - Undergraduate business students (46% males)
  - Avg. age 27.2 years
- Data collected over four-semester span in 7 different marketing courses
- 52 teams ranging 3-7 members

# Study Methodology

- 3 Phases of Data collection
- 1st phase: Students assigned to teams, provide baseline personality information using Neo-FFI
- 2nd phase: 6 weeks later. Students provided information about various work characteristics
- 3rd phase: At end of semester. Students indicated perceptions of various aspects of team effectiveness and strategies used to resolve conflicts (ROCI - II)

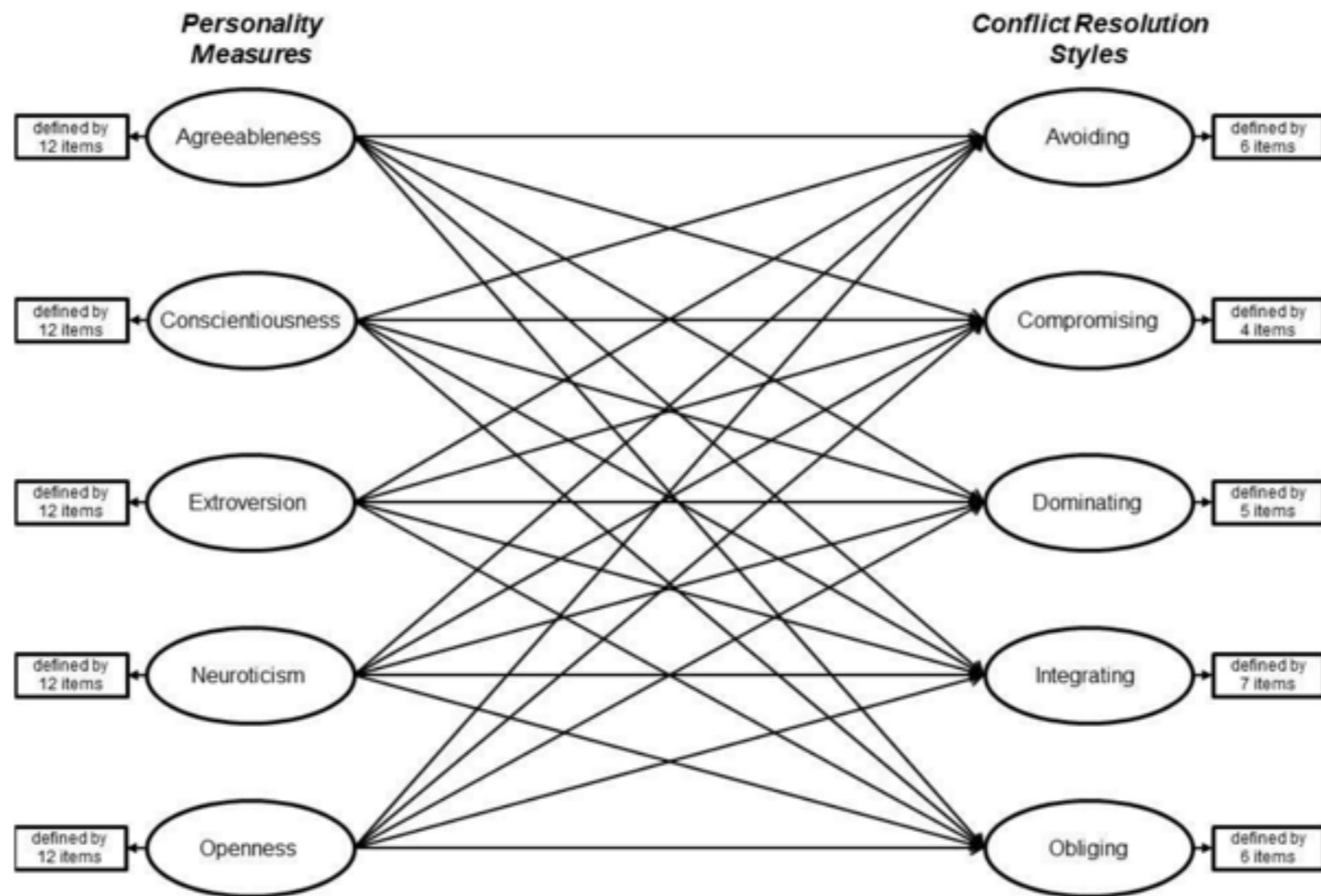
**Table 1**  
**Scale Properties for Measures Used in the Study**

	<b>Number of Items</b>	<b>Scale Mean</b>	<b>Item Mean</b>	<b>Cronbach's Alpha</b>
<i>Personality Measures</i>				
Agreeableness (AGR)	12	44.81	3.73	0.701
Conscientiousness (CON)	12	47.25	3.94	0.818
Extroversion (EXT)	12	45.61	3.81	0.782
Neuroticism (NEU)	12	27.12	2.26	0.843
Openness (OPN)	12	41.25	3.43	0.711
<i>Conflict Resolution Styles</i>				
Avoiding (AVD)	6	18.03	3.01	0.825
Compromising (COM)	4	15.68	3.92	0.705
Dominating (DOM)	5	15.34	3.97	0.854
Integrating (INT)	7	30.64	4.38	0.868
Obliging (OBL)	6	22.08	3.68	0.685

Scale mean and Cronbach's alpha

# Study Methodology

- Relationships among personality variables and conflict resolution styles were tested using partial least squares structural equation modeling (PLS-SEM) technique



**Figure 1**  
**Hypothesized Relationships among Personality Measures and Conflict Resolution Styles**

# Hypothesis

Impact of 5 Personality Dimensions on 5 Conflict Resolution Strategies

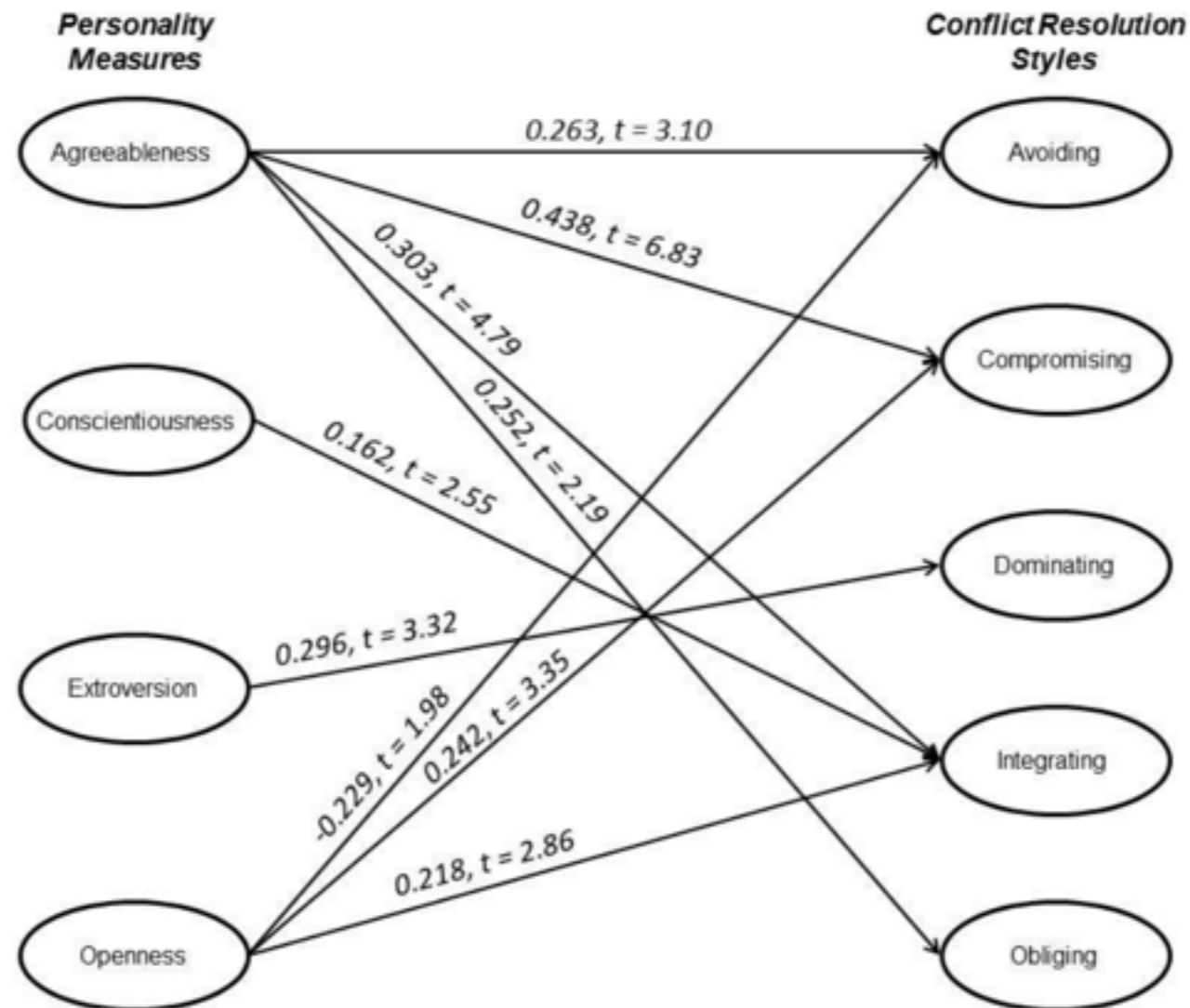


# Results

- Of the 25 paths connecting personality to conflict resolution, 9 were statistically significant
- Neuroticism as a personality dimension had no significant impact on any of the conflict resolution strategies (c.r.s)
- Conscientiousness was related to respondents' integrating c.r.s

# Results

- Individuals high in extroversion exercise the dominating approach to conflict resolution when dealing with team members
- Agreeableness was positively related to all c.r.s except dominating
- Individuals high in openness use positivity related to finding middle course of give-and-take to resolve impasses and find compromise



**Figure 2**  
**Personality Factors Influencing Conflict Resolution Styles in Student Teams**

# Result

Impact of 5 Personality Dimensions on 5 Conflict Resolution Strategies

# Summary and Conclusions

- Students who are aware of links between personality and resolution styles are better able to anticipate behaviors aimed at conflict resolution
- Can better inform educators who are mediators and guide team processes

# Limitations of Study

- Did not distinguish between minor conflicts and those more serious
- Did not distinguish between task-oriented and people-oriented conflicts
- No consideration given to the effectiveness of preferred c.r.s.

# Discussion

- Do you think knowing what personality type and preferred c.r.s. everyone is would help group conflicts?

Questions?