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Review

Personality traits and conflict resolution styles: A meta-analysis

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ABSTRACT

This meta-analysis aimed to address the association between personality traits and conflict handling styles. ProQuest, PsycINFO, Scopus, and Web of science and also Microsoft Academic, Science.gov, Science open were searched for all published and non-published studies through 17 October 2018. A literature search located 20 eligible studies, and 5337 total participants. The results of this review show that neuroticism and agreeableness are positively related to avoiding style. The positive associations are observed between agreeableness, extroversion, openness to experience, and conscientiousness with compromising style. There exist positive and negative relations between extroversion and agreeableness with dominating style, respectively. A positive link is identified between agreeableness and obliging style. Finally, agreeableness, extroversion, openness to experience, and conscientiousness are positively correlated with integrating style and neuroticism is negatively related to integrating style. The findings of moderator analysis indicate that there is a different pattern between work and academic setting concerning the relationship between agreeableness with compromising. Similarly, the results of the academic setting yielded the different population as the work setting when it comes to the link between neuroticism and compromising style.

1. Introduction

The broadly held contingency perspective states that conflict resolution styles are the outcome of situational influences. However, other approaches have proved demonstrated conflict resolution strategies across situational contexts (Carnevale & Isen, 1986; De Dreu, Evers, Beersma, Kluwer & Nauta, 2001; Friedman, Tidd, Currall & Tsai, 2000). To this end, the present review addresses specifically dispositional antecedents of conflict resolution styles, more primarily on personality.

Conflict management is the tactics employed in response to perceived struggles in social circumstances (Rahim, Magner, Antonioni & Rahman, 2001). The conceptual scheme for classifying the modes for handling interpersonal incompatibilities was originally launched by Blake and Mouton's (1964). Blake and Mouton's dual concerns theory proposed that people share two prime motivations to interpersonal conflict: the desire to realize one's own goals (concern for production) versus the desire to meet interpersonal relationships (concern for people). The mixture of the two concerns end in the introduction of five discrete strategies of smoothing, problem-solving, compromising, withdrawing, and forcing (Blake & Mouton, 1964).

Many endeavors have been made to calibrate and appraise conflict management styles (Kilmann & Thomas, 1975; Oetzel, 1998; Putnam & Wilson, 1982; Rahim, 1983; Rusbult & Zembrodt, 1983; Sillars, 1980, 1982; Ting-Toomey et al., 2000). Primary descriptions of the styles and instruments are summarized in Table 1. For objectives of clarification, the current review names conflict styles according to Rahim (1983).

A sizable number of investigations have, for decades, set out to unfold the nature of the relationship between personality traits and conflict styles. Personality characteristics are viewed as an approved approach to capturing people's behavior. Theoreticians corroborate the five primary personality dimensions, frequently thought of as the "Five-Factor Model" or "Big Five," accounting for the characteristics applied to delineate individuals' behavior (Durupinar, Pelechano, Allbeck, Gudukbay & Badler, 2011). There exist five principal dimensions in the Five-Factor model of personality, i.e., neuroticism (emotional instability or the overall tendency of a person to experience anxiety, anger, hostility, guilt, sadness), agreeableness (eager to cooperate with people, being compassionate, avoid conflict, and good-natured), extraversion (extraverted, active, high spirited, outgoing, and preferring to be around individuals most of the time), openness to experience (inclined to new experiences, having extensive interest in life and highly imaginative), and conscientiousness (always striving to achieve goals, having high standards, and being well-organized) (Costa & McCrae, 1992).

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Table 1
The attribute of conflict handling styles.
Sources. Adapted from K. Thomas (1976; 1990); Pruitt(2002); Lulofs (2000); Sorenson (1999).

	Avoiding	Compromising	Integrating	Obliging	Dominating
Concern for self (*Rahim) and (Thomas)*/ production (*Blake & Mouton)*/ personal goals *(Hall, Renwick)*/ self-face (Ting-Toomey)	Low	Medium	High	Low	High
Concern for Other (*Rahim) and (Thomas)*/ Other people (*Blake &Mouton)*/ Relationship *(Hall, Renwick)*/ other-face (Ting-Toomey)	Low	Medium	High	High	Low
Illustrative behavior	Withdraw, silent, absent, ignoring partner's concerns	Each party gives up something;	Meets needs of self and possibly other	Reduction of one's needs	Selfish, aggressive and argumentative
Motive	Avoid involvement with the issue itself	Effort to attain moderate yet incomplete satisfaction	Recognition of mutual interdependence; reconciliation	By reducing demands now, will obtain higher reward in future	Attempt to attain one's goals as the sacrifice of other
Outcome	Lose–lose	Neither Win/lose	Win–win	Lose–win	Win–lose
Other names	Withdrawing *(Blake & Mouton, Renwick)* Lose-Leave *(Hall)*	Compromising *(Blake & Mouton, Renwick, Thomas, Rahim, Hall)* Sharing *(Thomas)*	Problem-Solving *(Blake & Mouton)* Confronting *(Renwick)* Collaborating*(Thomas)* Synergistic *(Hall)*	Smoothing *(Blake & Mouton, Renwick)* Accommodating *(Thomas)* Yield-Lose *(Hall)* Yielding *(De Dreu)*	Forcing *(Blake &Mouton)* Competing *(Thomas)* Win-Lose *(Hall)* Contending *(De Dreu)*

To show the importance of the relationship between personality and conflict styles, Terhune (1970) stated, after evaluating experimental investigations on conflict and personality, that personality plays an essential role in explaining conflict behaviors. Subsequently, initial research fostered a connection between personality dimensions and the five styles of conflict resolution. However, as illustrated in Table 2, the inconsistent empirical outcomes attest that the conclusive results are still an open question. In this regard, performing meta-analysis enables us to better investigate the connection between personality dimensions and conflict styles.

As far as we know, little secondary research has been conducted regarding this association. To bridge a gap in the literature, the primary hypotheses of this meta-analysis were framed based on the literature as follows:

Hypothesis 1. Neuroticism (H1a), agreeableness (H1b), and extroversion (H1c) will be positively related to avoiding style and openness to experience (H1d), and conscientiousness (H1e) will be negatively related to avoiding style.

Hypothesis 2. Neuroticism (H2a), agreeableness (H2b), extroversion (H2c), openness to experience (H2d), and conscientiousness (H2e) will be positively related to compromising style.

Hypothesis 3. Neuroticism (H3a), extroversion (H3b), openness to experience (H3c), and conscientiousness (H3d) will be positively related to dominating style and agreeableness (H3e) will be negatively related to dominating style.

Hypothesis 4. Neuroticism (H4a), agreeableness (H4b), extroversion (H4c), openness to experience (H4d), and conscientiousness (H4e) will be positively related to obliging style.

Hypothesis 5. Agreeableness (H5a), extroversion (H5b), openness to experience (H5c), and conscientiousness (H5d) will be positively related to integrating style and neuroticism (H5e) will be negatively related to integrating style.

The secondary hypothesis of this meta-analysis seeks to explain the variation of above mentioned hypothesis according to study setting and personality measures.

2. Method

2.1. Inclusion criteria

Primary studies were searched for selection according to the objectives of this investigation. To maximize the clarity, the primary studies entered into the meta-analysis used the measures of FFPI and NEO-FFI regarding personality. It is noteworthy that qualitative studies were not included in this project. To compute the effect size, it was of significance to document the correlation and relevant sample sizes, or other statistics allowing us to convert them into correlation.

To determine the eligibility criteria, the pilot was conducted by the authors of the paper. No limitation to the language of publication was utilized in the selection of primary research. Non-English research was translated by freelance language translators on the web (Applied Languages, Bing, Im Translator, and Babel fish, Google translate).

In this meta-analysis, the PRISMA flow diagram was employed to show the number of primary research included and excluded in each step of the selection process (Moher, Liberati, Tetzlaff, Altman & Group, 2009) (see Fig. 1).

2.2. Time frame

The search covered all published and non-published studies through 17 October 2018.

Table 2
The significant association between personality traits and conflict styles.

Personality trait	Conflict style	Direction	Researchers
Openness to experience	Avoiding	Positive	(Ayub et al., 2017; Canaan Messarra et al., 2016)
		Negative	(Amanatullah et al., 2008; Antonioni, 1998; Park & Antonioni, 2007),
	compromising	Positive	(Canaan Messarra et al., 2016; Ejaz et al., 2012; Erdenk & Altuntaş, 2017; Moberg, 2001; Monteiro et al., 2012)
		Negative	
	Dominating	Positive	(Ejaz et al., 2012; Macintosh & Stevens, 2013)
		Negative	
	Obliging	Positive	(Amanatullah et al., 2008; Ejaz et al., 2012; Erdenk & Altuntaş, 2017)
		Negative	
	Integrating	Positive	(Antonioni, 1998; Ayub et al., 2017; Canaan Messarra et al., 2016; Ejaz et al., 2012; Erdenk & Altuntaş, 2017; Jr et al., 2010; Moberg, 2001; Monteiro et al., 2012; Park & Antonioni, 2007; Wang, 2010))
		Negative	
Conscientiousness	Avoiding	Positive	(Ayub et al., 2017; Barbuto Jr et al., 2010)
		Negative	(Antonioni, 1998; Moberg, 2001)
	compromising	Positive	(Ayub et al., 2017; Canaan Messarra et al., 2016; Erdenk & Altuntaş, 2017)
		Negative	
	Dominating	Positive	(Erdenk & Altuntaş, 2017)
		Negative	(Amanatullah et al., 2008)
	Obliging	Positive	(Ejaz et al., 2012; Ayub et al., 2017; Erdenk & Altuntaş, 2017),
		Negative	(Canaan Messarra et al., 2016; Wang, 2010)
	Integrating	Positive	(Ayub et al., 2017; Erdenk & Altuntaş, 2017; Godse & Thingujam, 2010; Canaan Messarra et al., 2016; Ejaz et al., 2012)
		Negative	
Extraversion	Avoiding	Positive	(Ann & Yang, 2012; Ayub et al., 2017; Canaan Messarra et al., 2016)
		Negative	(Amanatullah et al., 2008; Antonioni, 1998; Park & Antonioni, 2007; Wang, 2010)
	compromising	Positive	(Ann & Yang, 2012; Ayub et al., 2017; Canaan Messarra et al., 2016; Ejaz et al., 2012; Moberg, 2001))
		Negative	
	Dominating	Positive	(Antonioni, 1998; Ejaz et al., 2012; Macintosh & Stevens, 2013)
		Negative	
	Obliging	Positive	(Amanatullah et al., 2008; Ayub et al., 2017; Ejaz et al., 2012)
		Negative	(Wang, 2010),
	Integrating	Positive	(Ann & Yang, 2012; Antonioni, 1998; Ayub et al., 2017; Canaan Messarra et al., 2016; Godse & Thingujam, 2010; Moberg, 2001; Monteiro et al., 2012; Park & Antonioni, 2007)
		Negative	
Agreeableness	Avoiding	Positive	(Ann & Yang, 2012; Antonioni, 1998; Ayub et al., 2017; Canaan Messarra et al., 2016; Monteiro et al., 2012)
		Negative	
	compromising	Positive	(Amanatullah et al., 2008; Ann & Yang, 2012; Canaan Messarra et al., 2016; Moberg, 2001)
		Negative	
	Dominating	Positive	
		Negative	(Amanatullah et al., 2008; Ann & Yang, 2012; Antonioni, 1998; Monteiro et al., 2012)
	Obliging	Positive	(Ayub et al., 2017; Macintosh & Stevens, 2013; Park & Antonioni, 2007)
		Negative	(Ann & Yang, 2012)
	Integrating	Positive	(Ayub et al., 2017; Canaan Messarra et al., 2016; Erdenk & Altuntaş, 2017)), (Barbuto Jr et al., 2010)
		Negative	
Neuroticism	Avoiding	Positive	(Antonioni, 1998; Moberg, 2001; Wang, 2010; Ejaz et al., 2012; Ayub et al., 2017)
		Negative	
	compromising	Positive	Moberg, 2001; Ayub et al., 2017; Erdenk & Altuntaş, 2017)
		Negative	
	Dominating	Positive	(Erdenk & Altuntaş, 2017; Park & Antonioni, 2007)
		Negative	(Antonioni, 1998; Ayub et al., 2017),
	Obliging	Positive	(Ayub et al., 2017; Canaan Messarra et al., 2016; Erdenk & Altuntaş, 2017; Wang, 2010)
		Negative	
	Integrating	Positive	(Ayub et al., 2017; Erdenk & Altuntaş, 2017)
		Negative	(Canaan Messarra et al., 2016; Moberg, 2001; Wang, 2010)

2.3. Electronic searches

The electronic search was done using ProQuest, PsycINFO, Scopus, and Web of science and also Microsoft Academic, Science.gov, Science open. The included primary studies and the reference lists of other published meta-analyses were examined to identify further studies not detected through electronic search. To find other studies, journals publishing the most relevant meta-analyses or primary studies were also examined. The Institute of the Cochrane Handbook for Systematic Reviews and meta-analysis suggests applying grey literature in reviews (Higgins, 2011). Grey literature was embraced in this review including conference proceedings, reports, dissertations, and theses.

If a study met the objectives of this meta-analysis, contact would be done with the corresponding author(s) for data and an enquiry was made to the presence of other studies regarding the issue of this review. Recommended strategies for the electronic survey were recruited to augment the chance of response rates (Dillman, 2011). When no response was obtained, the intended article was excluded.

2.4. The selection of studies

The reference manager software Endnote was applied to recognize and exclude duplicate records. Two authors independently estimated the full text of potentially relevant non-duplicated research. Where several publications from one research group were observed, contact was made to find whether their publications were from the same study or not, and then duplicated research was excluded.

Disagreements among the authors, in the entire process of this review, were lessened by discussion to reach the agreement. If no consensus existed between the reviewers, the controversy would be settled by an expert.

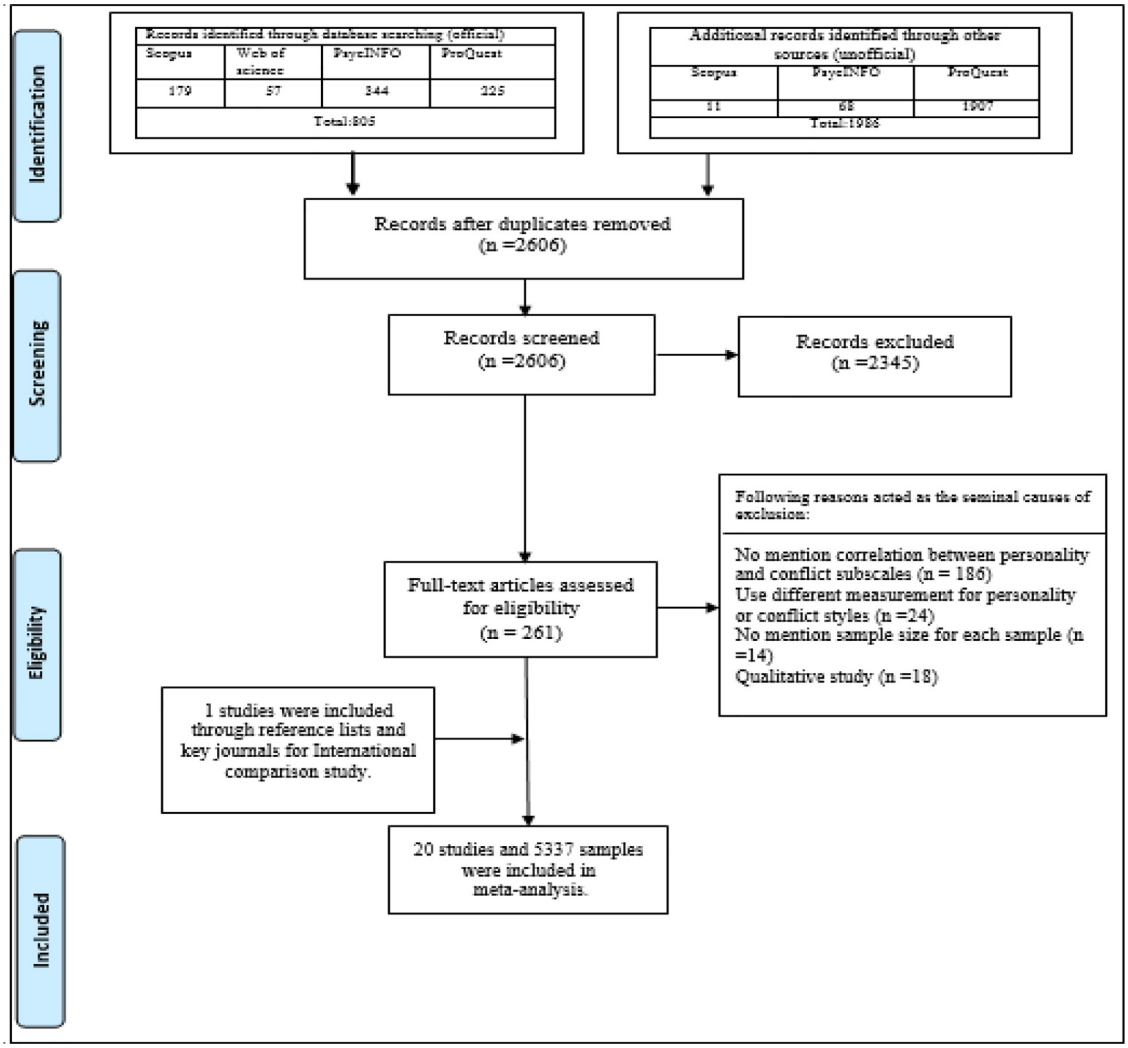

Fig. 1. PRISMA flow diagram.

2.5. Data extraction

For each study selected for inclusion, the data extracted were: the correlations, the number of subjects, year of publication, measures of conflict handling styles and personality, and reliability.

2.6. Statistical analyses

All effect size information was converted to r_s prior to analysis employing standard formulas (Hunter & Schmidt, 2015). We hinged on the suggestion of Cohen (1988) in interpreting the effect sizes; (r) of less than 0.2 are considered as "small," those from 0.24 to 0.33 as "moderate," and also those above 0.37 as "large." If the 95% Confidence Intervals (95%-CIs) include zero, we concluded that the intended effect size was non-significant.

The meta-analyses followed Hunter and Schmidt (2015) procedures. The random-effect model was adopted which is a recommended meta-analytic procedure because it takes into consideration true differences among participants as well as differences among studies (Schmidt, Oh & Hayes, 2009). In this regard, the random-effects model allows the true effect size to differ across primary studies. Thus, each analysis produced the mean effect size, corrected effect size, the standard deviation for corrected effect size, 95%-CIs and 80% Credibility Intervals (80%-CVs). The CV represents the range within which the unbiased effect sizes of 80% of the studies fall. Therefore, CV permits us to describe the distribution of unattenuated associations, rather than just the overall estimate and precision. This meta-analysis set out to adjust effect sizes for sampling error and unreliability in the measures of personality and management handling styles but unable to correct them individually, as reliability data was often unavailable. Then, this review corrected overall estimates employing artifact distribution, which is a standard approach for such cases (Hunter & Schmidt, 2015). To conduct moderator analyses, following the correction of all artifacts, the remaining heterogeneity in the population effect size is assessed in light of the "75% rule" (Hunter & Schmidt, 2015). If 75% or more of the variance of the observed effect size is attributed to the corrected artifacts, it is viewed that the remaining variance is due to other study artifacts which were not corrected. However, if the variance of the observed effect size lies under 75% after the correction of artifacts, moderators may play a role in the overall amount of variance, and a search for potential moderator is essential (Hunter & Schmidt, 2015). To evaluate the difference of population effect size between different moderator levels, this meta-analysis exercised 95%-CIs as recommended by Hunter and Schmidt (2002), Hwang and Schmidt (2011), Schmidt and Hunter (1999). A distinct mean difference and particularly non-overlapping confidence intervals were deemed to be a proper indicator for moderating effects. As the software recruited in our study does not supply this option, this review compared the confidence intervals manually.

Table 3
Number of observations and average effect sizes cumulated in the meta-analysis.

		Avoiding	Compromising	Dominating	Obliging	Integrating
Openness to experience	r	−0.02	0.11	−0.04	0.08	0.26
	ρ (sρ)	−0.037(0.24)	0.16 (0.15)	−0.05(0.024)	0.12(0.15)	0.33(0.18)
	CI	−0.15, −0.07	0.07, 0.24	−0.16,0.05	0.05,0.19	0.25, 0.42
	CV	−0.33, 0.26	−0.003,0.33	−0.35,.23	−0.03, 0.26	0.13,0.53
	K	21	16	22	21	20
	N	4826	4130	5177	4866	4623
	ART%	16	38	16	41	27
Conscientiousness	r	0.02	0.09	0.05	0.05	0.2
	ρ (sρ)	0.03(0.23)	0.13(0.12)	0.06(0.21)	0.06(0.27)	0.26(0.11)
	CI	−0.07, 0.14	0.07, 0.2	−0.03, 0.16	−0.05,0.18	0.21,0.31
	CV	−0.24, 0.31	0.03, 0.2	−0.18,0.3	−0.26, 0.39	0.17, 0.35
	K	21	17	22	22	21
	N	4735	4159	4895	4895	4652
	ART%	19	56	23	16	65
Extraversion	r	−0.04	0.13	−0.17	0.04	0.23
	ρ (sρ)	−0.05(0.22)	0.18(0.17)	−0.23(0.19)	0.05(0.12)	0.29(0.16)
	CI	−0.16,0.04	0.08,0.28	−0.032, −0.14	−0.01,0.12	0.21,0.38
	CV	−0.32,0.2	−0.04, 0.41	−0.45,0.009	−0.11,0.22	0.083,0.5
	K	21	17	22	22	21
	N	3628	4572	5308	5308	5065
	ART%	24	24	27	38	24
Agreeableness	r	0.12	0.18	−0.19	0.13	0.23
	ρ (sρ)	0.17(0.19)	0.26(0.15)	−0.25(0.17)	0.18(0.21)	0.30(0.13)
	CI	0.08,0.26	0.19,0.33	−0.34, 0.17	0.09, 0.27	0.23,0.36
	CV	−0.05,0.39	0.11, 0.41	−0.48, 0.02	−0.06,0.42	0.16, 0.43
	K	21	19	22	22	21
	N	5148	5043	5308	5308	5065
	ART%	25	41	25	23	43
Neuroticism	r	0.104	0.02	0.04	0.06	−0.09
	ρ (sρ)	0.13(0.15)	0.03(0.202)	0.05(0.27)	0.089(0.13)	−0.11(0.209)
	CI	0.06,0.2	−0.07,0.13	−0.06, 0.17	0.02,0.15	−0.21, −0.01
	CV	−0.02,0.28	−0.19,0.26	−0.28,0.36	−0.02,0.21	−0.35, 0.12
	K	21	17	22	22	21
	N	4735	4159	4895	4895	4652
	ART%	40	26	14	52	23

Note: r = mean effect size; ρ corrected effect size; sρ is SD of corrected effect size; CI is an 95% confidence interval; CV is an 80% credibility interval; K is the number of effect sizes; N is the number of participants;% Art is the percentage of variance due to the artifacts of sampling error and measurement unreliability.

2.7. Publication bias

To identify the robustness of findings and probable small study effect, we employed the trim and fill method (Duval & Tweedie, 2000), file drawer analysis (Rosenthal, 1979), Begg's rank test (Begg & Mazumdar, 1994) and Egger's linear regression test (Egger, Smith, Schneider & Minder, 1997). Trim and fill method was adopted to appraise the symmetry of the effect size distributions in the funnel plot. This analysis evaluates the number of missing studies in light of the most extreme results in the meta-analysis and also recalculates the estimated effect size to create the funnel plot more symmetrical. Publication bias exists when the estimated effect size varies significantly after applying the trim and fill method. The Rosenthal method (sometimes named a 'file drawer analysis') estimates the number of investigations averaging null findings that would have to be added to the given set of observed results to decrease the combined significance level (p-value) to an intended level (0.05) (Rosenthal, 1979). In this respect, the fail-safe N value calculates the number of missing primary studies with null findings that could likely render an association non-significant (Hunter & Schmidt, 2015; Orwin, 1983). The high fail-safe N gives confidence in the robustness of findings regarding the possible missing investigations. Likewise, Begg's adjusted rank test estimates Kendall's tau to the correlation between the effect size and the sample size and Egger's linear regression test evaluates the asymmetry of the funnel plots for each effect size. When the statistical p-value is < 0.05, it means that there exists publication bias in the meta-analysis. Computation was done using psychmeta: the R Package for Psychometric Meta-Analysis (Dahlke & Wiernik, 2018). The metafor package was employed to assess publication bias (Viechtbauer, 2010).

3. Result

485 effect sizes based on 20 studies were cumulated in this meta-analysis (see Fig. 1). The summary of the characteristics of the primary studies included is in Table 6 (see Appendix A). The number of observations and the pooled effect sizes corrected for unreliability and sampling error concerning the associations between personality traits and conflict management styles are provided in Table 3.

Agreeableness had the strongest correlation with avoiding and obliging style, respectively. The 95%-CIs excluded zero for these conflict styles indicating that these average correlations are distinguishable from zero. The 80%-CVs included zero, suggesting that there is variation in the estimated population and does not fully generalize across studies. In some cases, the relationship between agreeableness with avoiding and obliging style was zero or negative and that in a somewhat greater proportion of cases, these associations are positive. Agreeableness also had the strongest correlation with compromising and dominating style, respectively. Both the 95%-CIs and 80%-CVs excluded zero, indicating that we could be confident that agreeableness displayed nonzero relations with compromising and dominating style.

Results in Table 3 indicate that openness to experience was the strongest correlate of integrating styles. The 95%-CIs and 80%-CVs excluded zero for this conflict style indicating that, in all cases, the relationship between agreeableness with integrating style was positive.

3.1. Moderating variables

For most associations, artifacts (unreliability and sampling error) accounted for no more than 65% of the variance in observed effect

Table 4
Moderators analysis.

	Avoiding			Compromising			Dominating			Obliging			Integrating		
	K	ρ	CI	K	ρ	CI	k	ρ	CI	k	ρ	ci	k	ρ	CI
Study setting															
Openness to experience															
Academic setting	9	−0.06	−0.23, 0.09	7	0.21	0.03, 0.38	10	−0.096	−0.25, 0.05	10	0.13	0.02, 0.25	10	0.36	0.21, 0.5
Work setting	9	.006	−0.22, 0.2	8	0.15	0.06, 0.23	10	−0.01	−0.22, 0 0.2	9	0.13	0.02, 0.25	9	0.32	0.21, 0.43
Conscientiousness															
Academic setting	10	−0.04	−0.12, 0.03	8	0.17	0.10, 0.24	11	0.1	−0.07, 0.28	11	0.011	−0.09, 0.11	12	0.24	0.18, 0.30
Work setting	9	0.16	−0.06, 0.39	8	0.12	0.007, 0.23	9	0.02	−0.12, 0.16	9	0.17	−0.11, 0.45	10	0.31	0.21, 0.40
Extraversion															
Academic setting	10	−0.09	−0.27, 0.041	8	0.24	0.07, 0.4	12	0.15	0.01, 0.28	12	0.03	−0.03, 0.11	11	0.27	0.17, 0.38
Work setting	9	0.01	−0.15, 0.18	8	0.13	−0.03, 0.3	9	0.09	0, 0.19	8	0.11	−0.06, 0.302	9	0.34	0.16, 0.52
Agreeableness															
Academic setting	10	0.22	0.06, 0.37	9	0.33	0.24, 0.42	11	−0.28	−0.42, −0.16	11	0.24	0.107, 0.37	11	0.32	0.23, 0.40
Work setting	9	0.13	−0.009, 0.27	9	0.16	0.05, 0.26	9	−0.14	−0.3, −0.02	9	0.10	−0.06, 0.27	9	0.28	0.16, 0.38
Neuroticism															
Academic setting	10	0.08	−0.19, −0.02	8	−0.07	−0.13, −0.02	11	0.11	−0.09, 0.33	11	0.06	−0.01, 0.14	11	−0.16	−0.24, −0.07
Work setting	9	0.15	0.04, 0.26	8	0.16	0, 0.35	9	0.014	−0.18, 0.2	9	0.101	−0.02, 0.22	9	−0.03	−0.24, 0.17
Personality scale															
Openness to experience															
NEO	10	−0.05	−0.24, 0.13	9	0.15	0.005, 0.29	10	−0.02	−0.1, 0.04	10	0.06	−0.01, 0.13	9	0.33	0.21, 0.44
FFPI	10	−0.01	−0.18, 0.15	7	0.18	0.07, 0.29	10	−0.038	−0.15, 0.07	11	0.19	0.07, 0.3	11	0.33	0.19, 0.47
Conscientiousness															
NEO	10	0.08	−0.11, 0.28	9	0.15	0.10 0.2	10	0.01	−0.1, 0.12	10	0.06	−0.19, 0.31	9	0.24	0.14, 0.34
FFPI	9	−0.01	−0.13, 0.106	8	0.06	−0.07, 0.25	12	0.11	−0.05, 0.28	12	0.08	−0.018, 0.19	14	0.28	0.23, 0.34
Extraversion															
NEO	10	−0.03	−0.19, 0.12	10	0.23	0.10, 0.36	11	0.159	0.02, 0.29	10	0.05	−0.08, 0.2	10	0.363	0.21, 0.51
FFPI	9	−0.07	−0.26, 0.11	7	0.11	−0.08, 0.3	11	0.11	0, 0.22	12	0.05	−0.02, 0.14	11	0.22	0.13, 0.31
Agreeableness															
NEO	11	0.19	0.08, 0.3	10	0.26	0.14, 0.37	11	−0.26	−0.40, −0.12	11	0.15	0.005, 0.31	10	0.26	0.17, 0.36
FFPI	10	0.14	−0.02, 0.31	9	0.27	0.16, 0.37	11	−0.19	−0.32, −0.07	11	0.21	0.08, 0.34	11	0.33	0.24, 0.43
Neuroticism															
NEO	10	0.19	0.09, 0.29	9	0.038	−0.10, 0.18	10	0.016	−0.08, 0.12	10	0.12	0.04, 0.2	9	−0.13	−0.21, −0.05
FFPI	11	0.05	0, 0.15	8	0.018	−0.17, 0.2	12	0.06	−0.15, 0.29	12	0.05	−0.05, 0.15	12	−0.101	−0.27, 0.06

Note: K is the number of effect sizes; ρ corrected effect size; CI is an 95% confidence interval.

sizes. This implies large true differences among the investigations and indicates the presence of moderators. Thus, this review proceeded to appraise the effects of the two moderators.

To assess the extent of overlap among these moderators, we compared these variables to estimate the extent of overlap among them. For them, uncertainty coefficient was computed, which is a measure of the association concern two nominal variables and could be defined analogously to r^2 as the proportion of variance in the dependent variable delineated by the independent variable (Agresti, 2018). The uncertainty coefficient is identified as a directional measure, and its value alters depending on which moderator in the pair is treated. This study regarded overlap noticeable if the uncertainty coefficient was above 0.10 in both directions. The moderators overlapped weakly (uncertainty coefficients < 0.10), for the association between the moderators of the study setting and personality scales. The lack of noticeable overlapping between moderators enables us to conduct simple subgroup analysis.

The 95%-CIs overlap among all pairs of strata were analyzed. If neither 95%-CIs covered, the average ρ for the further stratum (non-overlapping), then the two strata were deemed as distinct, this implies that the average estimates probability came from various populations (Hwang & Schmidt, 2011; Schmidt & Hunter, 2002, 1999). To show the association between personality traits and conflict handling strategies depending on the study setting, the results in Table 4 reveal that there is a different pattern between work and academic settings with reference to the relationship between agreeableness with compromising style. According to the confidence intervals, the results of the academic setting yielded the different population than the work setting for neuroticism and compromising style. It is worth mentioning that there is the overlapping between NEO and FFPI scales concerning the association between personality characteristics and conflict resolution behaviors (see Table 4).

3.2. Publication bias

The results of both Egger's linear regression test and Begg's adjusted rank test concerning the associations between agreeableness with avoiding was significant, suggesting that there might be the sources for potential publication bias. To delve into the veracity of this claim, trim and fill analysis was performed. Seven studies was imputed by this method. However, the interpretation of the overall mean effect size did not change considerably. Likewise, the large fail-safe N values for this effect size revealed that missing primary studies with null findings are less likely to have biased the findings of our statistical tests (see Table 5). Overall, the results of publication bias shows that small study effects are negligible.

4. Discussion

To test the first hypothesis of this project, the results show that there is a significant and positive association between neuroticism and avoiding style (H1a) (see Table 3). This finding lends credence to the copious amount of literature (Antonioni, 1998; Ayub, AlQurashi, Al-Yafi & Jehn, 2017; Ejaz, Iqbal & Ara, 2012; Moberg, 2001; Wang, 2010). In this vein, we argue that the people characterized by neuroticism or the general tendency of an individual to experience anger, anxiety, sadness, guilt, hostility intend to avoid conflict.

Consistent with literature, (Ann & Yang, 2012; Antonioni, 1998; Ayub et al., 2017; Canaan Messarra, Karkoulian & El-Kassar, 2016; Monteiro, Serrano & Rodríguez, 2012; Wood & Bell, 2008), there was a positive and significant link between agreeableness and avoiding style (H1b). People who score high on agreeableness identified by prosocial behavior such as sympathy, easily moved and cooperative avoiding conflict. These traits make it difficult for individuals to stand up for their interests in conflict circumstances. Possibly it is the deferring

Table 5
Assessment of publication bias.

	Avoiding	Compromising	Dominating	Obliging	Integrating
Openness to experience					
K_t	0	0	0	0	0
r_t	−0.02	0.11*	−0.023	0.09*	0.26*
Fail-safe N	20	317	7	278	2807
tau	.15	−0.4*	0	−0.04	−0.13
Z	−0.13	−1.5	−0.6	−0.56	−1.6
Conscientiousness					
K_t	0	2	3	0	0
r_t	0.02	0.09*	0.009	0.054	0.21
Fail-safe N	24	185	95	345	1502
tau	−0.009	−0.16	0.03	−0.07	−0.05
Z	−1.4	−2.03	0.41	−2.52*	0.016
Extraversion					
K_t	0	0	0	0	0
r_t	−0.045	0.136*	0.104*	0.043	0.23*
Fail-safe N	32	566	459	55	2392
tau	0.005	−0.18	−0.047	−0.004	−0.05
Z	−0.68	−1.31	−1.04	−0.16	−0.35
Agreeableness					
K_t	0	0	0	0	1
r_t	0.13	0.18*	−0.17*	0.13	0.24
Fail-safe N	694	976	1531	740	2249
tau	−0.31*	−0.014	0.14	−0.09	−0.009
Z	−2.02*	−0.906	1.12	−0.19	−0.503
Neuroticism					
K_t	0	4	0	0	0
r_t	0.105*	−0.03	0.04	0.06*	−0.09*
Fail-safe N	390	0	144	152	268
tau	−0.08	0.147	−0.125	−0.264	0.104
Z	−0.811	1.017	−2.17*	−1.87	−0.13

Note: K_t is estimated number of missing studies concerning trim and fill analysis; r_t is estimated effect size after trim and fill analysis; tau is the estimated value of Kendall's tau rank correlation coefficient; Z is the value of the test statistic concerning Egger's regression test; Trim-and-fill analyses were based on random-effects models for each effect sizes; Fail-safe Ns are attained from Rosenberg's method (target p-value = 0.05); * $p < 0.05$.

element of agreeableness that assists in applying an avoiding style.

Concerning the second hypothesis, the significant and positive relationships between agreeableness with compromising style (H2b) provides support to the literature (Amanatullah, Morris & Curhan, 2008; Ann & Yang, 2012; Ayub et al., 2017; Canaan Messarra et al., 2016; Moberg, 2001; Wang, 2010). Agreeable individuals defined by behavior in harmony with the interest of others are willing to interpret themselves as team players. In this regard, they usually tend to compromise with others (Ann & Yang, 2012; Ayub et al., 2017; Canaan Messarra et al., 2016; Ejaz et al., 2012; Moberg, 2001).

The results in Table 3 enable us to corroborate the association between extroversion and compromising style (H2c). Possibly extroverts, identified by pro-social orientation such as outgoing, gregarious, and assertive, prefer to opt intermediate approaches featuring a moderate concern for both others and self in the conflict situations.

A positive was found the association between openness to experience and compromising style as predicted (H2d) based on the literature (Canaan Messarra et al., 2016; Ejaz et al., 2012; Erdenk & Altuntaş, 2017; Moberg, 2001; Monteiro et al., 2012) possibly individuals high in openness take into consideration other people's positions and engage in greater divergent thinking to generate creative solutions. Individuals with this characteristic are open to exploring ideas related to the conflict situation, and their creativity and willingness to change goals are associated with the compromise style.

Congruent with some previous studies (Ayub et al., 2017; Canaan Messarra et al., 2016; Erdenk & Altuntaş, 2017), a significant and positive correlation was found link between conscientiousness and compromising style (H2e). Conscientious individuals are highly motivated and goal oriented. For this reason, conscientious individuals maybe are more willing to adopt a compromising style involving a give-and-take relationship.

As a support of the hypothesis H3b and in line with the literature (Antonioni, 1998; Ejaz et al., 2012; Macintosh & Stevens, 2013), a significant and positive connection between extroversion and dominating style was found. Extroversion is an interpersonal component in which people like working with individuals in groups, may express assertiveness, and favor to be more forceful in communicating their opinions. Forcing or influencing others to resolve a conflict in one's favor may require an outspoken and overbearing personality. In this respect, this review asserts that individuals who score high on extroversion are more inclined to take win-lose orientation or a forcing manner to win one's position.

According to prior primary investigations and what was expected, agreeableness was negatively related to dominating style(H3e) (Amanatullah et al., 2008; Ann & Yang, 2012; Antonioni, 1998; Monteiro et al., 2012; Park & Antonioni, 2007; Wang, 2010). Agreeableness is characterized by preferences for sympathy, helping other people and cooperation suggesting that agreeable people are less likely to use a dominating style. In this vein, these individuals have more penchant for getting others to concede and thereby improve their status in the conflict situations.

Consist with some previous studies (Amanatullah et al., 2008; Ann & Yang, 2012; Ayub et al., 2017; Ejaz et al., 2012; Macintosh & Stevens, 2013; Park & Antonioni, 2007), the current findings also show that there is a significant and positive association between agreeableness and obliging style(H4b). A person applying the obliging style is willing to meet the requirements of the other party and sacrifices personal requirements in this process. This conflict strategy is a highly cooperative orientation seeking to serve others needs, characteristic of agreeable people.

Similar to prior research (Ann & Yang, 2012; Antonioni, 1998; Ayub et al., 2017; Canaan Messarra et al., 2016; Ejaz et al., 2012; Erdenk & Altuntaş, 2017; Godse & Thingujam, 2010; Barbuto Jr, Phipps & Xu, 2010; Macintosh & Stevens, 2013; Monteiro et al., 2012; Park & Antonioni, 2007), a significant and positive relationship is observed between agreeableness and integrating style (see Table 3). (H5a), possibly reflective of the trust of others, considerate, and cooperative behavior of agreeable individuals.

Regarding the hypothesis of H5b, as in literature, a significant and positive correlation was detected between extraversion and integrating style(Ann & Yang, 2012; Antonioni, 1998; Ayub et al., 2017; Canaan Messarra et al., 2016; Godse & Thingujam, 2010; Moberg, 2001; Monteiro et al., 2012; Park & Antonioni, 2007). Extroversion may lead to greater pro-social orientation, in which individuals have a concern for others and desire to work with others. In this regard, extraversion is one factor that illustrates the variation of integrating strategy because this behavior requires people to work together to mutually solve problems and find solutions that are satisfactory to both parties.

Table 3 Shows that, compatible with prior studies (Antonioni, 1998; Ayub et al., 2017; Blake & Mouton, 1964; Canaan Messarra et al., 2016; Ejaz et al., 2012; Erdenk & Altuntaş, 2017; Jr et al., 2010; Moberg, 2001; Monteiro et al., 2012; Park & Antonioni, 2007; Wang, 2010), the hypothesis of H5c is affirmed in which a positive relation is attributed to the openness to experience and integrating style. Individuals high in openness take into account other people's positions and engage in higher divergent thinking to make creative solutions. People who score high on integrating style seek to fulfill the demands of both parties and mitigate the conflict results in a win-win outcome. When individuals employing this style, people need to hear other individuals points of view and engage in different thinking which is more ascribed to openness than closeness.

The findings of Table 3 corroborates the H5d hypothesis. Similar to previous investigations (Antonioni, 1998; Ayub et al., 2017; Canaan Messarra et al., 2016; Ejaz et al., 2012; Erdenk & Altuntaş, 2017; Godse & Thingujam, 2010; Moberg, 2001; Monteiro et al., 2012; Park & Antonioni, 2007), a significant and positive association was

found between conscientiousness and integrating style. Individuals scoring high on conscientiousness tend to be reliable and possibly prepare for mutual problem solving and mutually searching for solutions that satisfy both parties.

Regarding the hypothesis of H5e, this review argues in favor of Blake and Mouton (1964), Canaan Messarra et al. (2016), Moberg (2001) and Wang (2010) and against Ayub et al. (2017), Blake and Mouton (1964), Erdenk and Altuntaş (2017). In light of what was projected, a negative correlation was found between neuroticism and integrating style. Emotionally stable individuals tend to be patient, calm, and self-confident which may contribute to generating a relaxed interaction, hence improving the capability to work together to modify the conflict ends in a win-win outcome.

To test the secondary objectives on the role of moderators concerning the association between personality traits and conflict handling styles depending on study setting, the results of Table 4 reveal that there is a different pattern between work and academic setting concerning the relationship between agreeableness with compromising and the connection between neuroticism and compromising style.

4.1. The limitation of the study

The limitations of this review are as follows:

1 The problematic comparability of meaning across different cultural samples is characterized as a weakness of this investigation. Although the objective of this article was to assess the association between personality traits and conflict handling styles, this project had a Western bias since the different versions of personality traits and conflict management strategies originated in research from Western cultures. This difficulty is crucial because one cannot assume scales and questionnaire items, share the same meaning and interpretation from culture to culture, raising a validity problem implies that the aspects employ to operationalize and conceptualize styles in the western context might not be the generative procedure of behavioral choices across different cultures.

2 Although the results of this review provided evidence consistent with some of our hypotheses, the strength of those relationships and the amount of variance explained was low.

3 There are possible different moderators effecting on the relationships between specific personality traits and conflict styles. But, due to the lack of sufficient primary studies, these moderators failed to enter into this meta-analysis.

4 An additional disadvantage of primary studies is that much of the research relied on convenience sampling. This may plays an adverse role in the generalizability of findings.

4.2. Implications for policymakers

The results of this investigation provide implications for researchers, counselors and managers. For example, the study can help managers better understand themselves and others on personality trait and apply this knowledge in conflict styles to make better decisions ranging from selection, promotion, and coaching for improvement in the conflict situation.

5. Conclusion

The main results indicate that neuroticism and agreeableness are positively related to avoiding style. The positive associations are detected between agreeableness, extroversion, openness to experience, and conscientiousness with compromising style. There are positive and negative relations between extroversion and agreeableness with dominating style, respectively. A direct link is identified between agreeableness and obliging style. Finally, agreeableness, extroversion, openness to experience, and conscientiousness are positively pertained to integrating style and neuroticism is negatively related to integrating style.

Supplementary materials

Supplementary material associated with this article can be found, in the online version, at doi:10.1016/j.paid.2019.109794.

Appendix A

Table 6
Characteristics of included studies.

Number	Author name	SAM_SIZE	AL_AV	AL_COM	AL_DOM	AL_OBL	AL_INT	AL_OPEN	AL_CON	AL_EXT	AL_AGR	AL_NEUR	Setting	Personality scale
1	Canaan Messarra et al. (2016)	199											AC_SET	NEO-FFI
2	Chalkidou (2011)	105	0.79										WO_SET	NEO-FFI
3	Erdenk (2017)	237											WO_SET	FFPI
4	Monteiro et al. (2012)	255	0.64	0.44	0.74	0.68	0.77	0.65	0.6	0.76	0.63	0.82	WO_SET	NEO-FFI
5	Gerrard Macintosh (2013)	160			0.73	0.71	0.78						AC_SET	FFPI
6	Amanatullah et al. (2008)	357						0.7	0.8	0.77	0.76	0.67	AC_SET	NEO-FFI
7	Godse (2010)	81	0.77	0.54	0.59	0.59	0.8	0.44	0.7	0.55	0.64	0.66	WO_SET	NEO-FFI
8	Ayub et al. (2017)	153	0.72	0.63	0.71	0.65	0.83						WO_SET	FFPI
9.	David Antonioni (1998)													
	setting 1	351	0.83	0.66	0.8	0.66	0.68	0.75	0.8	0.78	0.77	0.85	AC_SET	NEO-FFI
	setting2	110	0.84	0.52	0.72	0.6	0.71	0.76	0.8	0.83	0.76	0.85	WO_SET	NEO-FFI
10	Propes (2014)	29											AC_SET	FFPI
11	E. Barbuto Jr (2010)	750	0.75	0.72	0.72	0.72	0.77	0.76	0.8	0.79	0.74	0.89	WO_SET	
12	BAO-YI ANN (2012)	442	0.62	0.69	0.72	0.76	0.75			0.79	0.76		AC_SET	NEO-FFI
13	Nauta (2000)	77	0.74		0.68	0.63	0.81						WO_SET	FFPI
	setting 1	194	0.87		0.8	0.8	0.86	0.9	0.9	0.89	0.95	0.9	AC_SET	FFPI
	setting2	62	0.83		0.81	0.75	0.86	0.9	0.9	0.89	0.95	0.9	AC_SET	FFPI

(continued on next page)

Table 6 (*continued*)

Number	Author name	SAM_SIZE	AL_AV	AL_COM	AL_DOM	AL_OBL	AL_INT	AL_OPEN	AL_CON	AL_EXT	AL_AGR	AL_NEUR	Setting	Personality scale
15	Komarraju (2012)	621	0.76	0.64	0.71	0.73	0.81	0.86	0.9	0.88	0.86	0.9	AC_SET	NEO-FFI
	setting 1	218	0.73	0.72	0.87	0.84	0.8	0.93	0.7	0.69	0.78	0.68	AC_SET	FFPI
	setting2	218	0.76	0.74	0.86	0.84	0.8	0.93	0.7	0.69	0.78	0.68	AC_SET	FFPI
17	Yildizoğlu (2013)	211	0.67	0.74	0.607	0.61	0.8	0.84	0.9	0.86	0.86	0.84	AC_SET	FFPI
18	Khalid (2015)	134	0.7	0.61	0.79	0.63	0.67	0.7	0.7	0.73	0.62	0.79	WO_SET	FFPI
19	Pepin (2005)	243						0.7	0.8	0.78	0.75	0.84		NEO-FFI
20	Boyle (2014)	130												

Note:SAM_SIZE = sample size total, AL_AV = alfa avoiding, AL_COM = alfa compromising, AL_DOM= alfa dominating, AL_OBL = alfa obliging,AL_INT = alfa integrating, AL_OPEN = alfa openness to experience, AL_CON = alfa conscientiousness, AL_EXT = alfa extraversion, AL_AGR = alfa agreeableness, AL_NEUR = alfa neuroticism.

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Corrigendum

Corrigendum to "Personality traits and conflict resolution styles: A meta-analysis" [Personality and Individual Differences volume 157, 15 April 2020, 109794]

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Appendix A. Supplementary data

Supplementary data to this article can be found online at https://doi.org/10.1016/j.paid.2024.112643.

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