

## **Personality traits and conflict management styles: building the relationship through leadership effectiveness**

### **Abstract**

The present study examines the relationship between personality traits (PTs) and conflict management styles (CMSs) directly and indirectly through leadership effectiveness (LE) in Pakistan. Design/methodology/approach: This quantitative study employs a survey questionnaire to collect cross-sectional data from academic leaders of higher education institutes (HEIs) in Pakistan. The authors utilized 325 useable cases to conclude the results. Findings: The findings through the structural equation model (SEM) resulted in a positive and significant effect of agreeableness (AGS) on integrating (ITG), avoiding (AVG), obliging (OBG), compromising (COG) and dominating (DOG) styles. Extraversion (EXN) positively and significantly affects ITG, OBG, DOG and COG. Emotional stability (EMSY) is a positive and significant predictor of ITG, AVG, OBG and COG. The conscientiousness (CNS) trait significantly and positively predicts ITG, OBG, DOG, COG and AVG. Likewise, openness (OPS) positively and significantly affects ITG, OBG, DOG and COG styles. On the other hand, EXN and OPS negatively and insignificantly affect AVG. Finally, EMSY is the negative and insignificant predictor of DOG among academic leaders. Practical implications: This study offers additional insights into understanding direct and indirect connections between PTs and CMSs through EL. It would support the development of effective policies and organizational setup to resolve and manage conflict and employees' behaviour. Finally, the findings would further enrich the worth of literature through another empirical confirmation. Originality/value: This study offers the original contribution of PTs and CMSs among academic leaders in HEIs of Pakistan. © 2022, Emerald Publishing Limited.

### **Keywords**

Academic leaders; Conflict issues; Conflict management styles (CMSs); Leadership effectiveness (LE); Personality traits (PTs)