DETERMINING THE IMPACT OF PERSONALITY TRAITS AND ORGANIZATIONAL CULTURE ON ORGANIZATIONAL CONFLICT: A CASE STUDY OF TELECOM COMPANIES IN PESHAWAR CITY

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ABSTRACT

The study has been conducted to find out the impact of personality traits and organizational culture on organizational conflict. The employees working in the telecommunication sector were treated as the population of the study. The employees were selected randomly. 220 questionnaires were distributed among employees. 207 filled questionnaires were returned back from these employees. The response rate was 94 percent. Simple Random sampling technique was used for the study. Regression and correlation tests were used to testify the hypotheses of the study. As per the results of regression analysis, organizational culture was found to have significant effect on organizational conflict while personality traits were found to have insignificant effect on organizational conflict.

Keywords: Personality traits, organizational culture, organizational conflict

INTRODUCTION

In today's era of global competition and so much advancement in technology, the survival of organization has become a vital factor. Since employees are the real asset for any organization and the major source for sustainable competitive advantage. The employees need to be focusing on the job fully. If due to any reason the employee feels disturbed, then the bad consequences could be faced by the organization. Cultural intelligence is an established factor, with the help of which, individual can interact with others inside the same culture (Ang, Dyne, Koh, Yee Ng, Tay, & Chandrasekar, 2007; Brislin, Worthley, & MacNab, 2006; Earley & Ang, 2003) for example, peoples from America is doing business in Japan who acclimatize to the cultural standards of bartering cards would be nice received by Japanese business people as those people who neglect this culture prospect (Brislin et al., 2006). The 21st century gives a wide experience by different source like internet and other approachable sources; now a large number of persons are now having the source to interrelate with others across the multi cultures (Templer et al., 2006). Due to these frequent communications, this culture dissimilarity is one of the main causes for the creation of conflict (Kaushal & Kwantes, 2006). Conflict solving strategies could be supportive in solving the conflict (Holt &DeVore, 2005; Thomas & Kilmann, 2007; Wood & Bell, 2008). Worldwide teams and persons who cannot effectively communicate, to recognize, and solve the conflict from different cultures are probably in risk of failure, like losing of business chances across the cultures, run into unwillingness to exchange ideas needed when culture cannot be understand and loss of profit (Janssens & Brett, 2006). Negatively,

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conflict solving strategies can create a chance for others to follow.

RESEARCH PROBLEM

Researchers in the past have specifically focused on the developed countries (Ghorbani & Razavi (2011) but there is limited or very scarce research on developing countries. Chen and Sheng (2010) found the relationship among different factor of conflicts but studying them together has not been focused up to the best of my knowledge (Holt & DeVore, 2005).

Research Questions:

·   What is the impact of personality traits on organizational conflict in telecom sector?
·   Do differences in organizational cultural promote conflicts in organizations?

Objectives of the study:

·   To investigate the factors leading to conflict in an organization.
·   To explore the strength of association between personality traits and organizational conflict.
·   To determine the effect of organizational culture on organizational conflict.

LITERATURE REVIEW

Organizational Conflict

According to Chen, Mei-Liang and Juin-Ming (2010) Conflict is Latin word which means different forces have a collision, which is disagreement and abrasion between group members (Forsyth, 1990). Webster Dictionary explains conflict as disagreement, war, unfriendliness, or opposition among irreconcilable forces (Chin-Lien Wu, 2003). According to Encyclopedia of Management, conflict is defined as a process that one individual or group realize that concentration or interest is opposite by the other group or individual (Chau-Chiuan Yu, 2005). There is certain definition of conflict which is given by the scholars.

1996	Robbins	Conflict is a state in which a person having all incent ives of job stops others or set hurdles on the way of those who desires to get what he is having already.
2003	Translated by Yin-San Huang	The difference between two or more organization, groups or individual.
2008	Huei-Ru Jan	Conflict, in adding up a ci rcumstance, is an action, a situation of perception, and a course of communication. In simple, when both sides are in discrepancies, disagreement and different, conflict occurs
2013	Muhammad Ramzan, Maria Khan	Conflict is also said to be a social prob lem in which two or more individuals, parties, families, communities, or districts state arguments with each other

Conflict theory is the most important theory for any manager. Primarily it is rooted in the field of psychology, business and sociology, but not in education and communication. It is difficult to define conflict as it is complicated to an agreement about the definition of this term (Borisoff & Victor, 1998). The simple way to identify the term "conflict" is to divide theories of conflict in situational functional and interactive. The followers of situational approach believe that a conflict as an expression or term under certain situation and those who view as functional think that a conflict serves a social function. The third theory views conflict as interactive.

Personality Traits:
Many independent groups of researchers found and defined the five broad areas based on experimental, data-driven research.

Agreeableness:
Persons high in agreeableness are described as selfless, innocent, helpful, obedient, and "motivated by others 'needs" (Costa & McCrae, 1992).

Conscientiousness:
There is no known research investigate the relationship between conflict and conscientiousness. This is not completely incredible that conscientiousness is order, accomplishment orientation and dutifulness, characteristics that are unlikely to be linked conflict. Fuller and Hall (1996) studied that difference in living behavior were a source of inter personal experience such as conflict. Since both incompetence and laziness (low conscientiousness) and extreme neatness (high conscientiousness) may be the cause of conflict with a partner. *Extraversion:* Extraverts are usually encouraging, societal, energetic, fantastic, and concerned with other people (Costa & McCrae, 1992; Watson & Clark, 1997). In addition to these trait, several conceptualizations of extraversion also include adjectives such as prevailing, self-confident, dominant, and forceful (Costa & McCrae, 1992; Trapnell & Wiggins, 1990).

Neuroticism:
Neuroticism is described as the tendency to understanding emotions such as unhappiness, anger, guiltiness and fear. The most often study of the five-factor traits; neuroticism has also been study in association to conflict. It is related to both frequency of conflict and affects intensity related with that conflict (Bolger & Zuckerman, 1995; McFatter, 1998; Suls et al., 1998).

Openness to experience:
Those people high on openness to experience are described as imaginative, interested, introspective, and conscientious to internal feelings (Costa & McCrae, 1992; Hofstee, deRaad & Goldberg, 1992). Openness is the least studied of the five-factor traits.
According to Antonioni, (1998) several personalities traits with conflict in comfortable manner and others avoid it. People with a passive hostile personality tend to actively avoid conflict and feel uncomfortable confronting others in a conflictual situation. Individual feel angry or irritated but are not relaxed express that emotion. Emotions which are concealed for too long may erupt when control weakens and typically there is an explosion in a moment of heat, stress and pressure. John, Barbuto, Phipps and Xu (2010) point out that an integrate conflict management style completely mediates the relationship between neuroticism and leadership effectiveness and to some extent mediates the relationship between conscientiousness and leadership effectiveness.
Personality and conflicts are related to each other in many ways. As per the results of McAdams (1995) the employee differences in personality are at three stages: What a person has (level 1), what he does (contextually effected plans, objectives and anxiety (level II), how the individual measure his experience (life meanings-level III). As per the relationship between conflict and personality, we may be having different traits (level I) which will be related to conflicts, certain objectives and behavior of conflicts (level II). They stated that attributes of agreeableness is linked with the objectives which maintain social association, which ultimately affect the behavior of conflict, and the meanings of issues and partners.

ORGANIZATIONAL CULTURE

Hofstede's (1980; 2001), influential work on cultural values and directions, individuality and grouping is now the most important direction along with culture categories (Bond & Smith, 1996; Kagitcibasi & Berry, 1989; Triandis, 1990). Individuality is described by self-dependence, freedom, away from group, and dominance of personal objectives over team objectives. Some researchers believe culture as the basic component detained by employees of organization (Sathe, 1983; Schein, 1984; Lewis, 1992), some researchers give preference to the concept as culture is the combination of supposition, approaches, viewpoints, values and attitude. According to Lewis (1996) consider that this preference may be due the culture's model's basing on Organization Development Model, which state this view of culture, or the effective results of the books of Peters and Waterman (1982); Deal and Kennedy (1982), who put forward the combination theory. According to Ghorbani and Razavi (2011), there was a significant relationship between organizational culture and conflict.
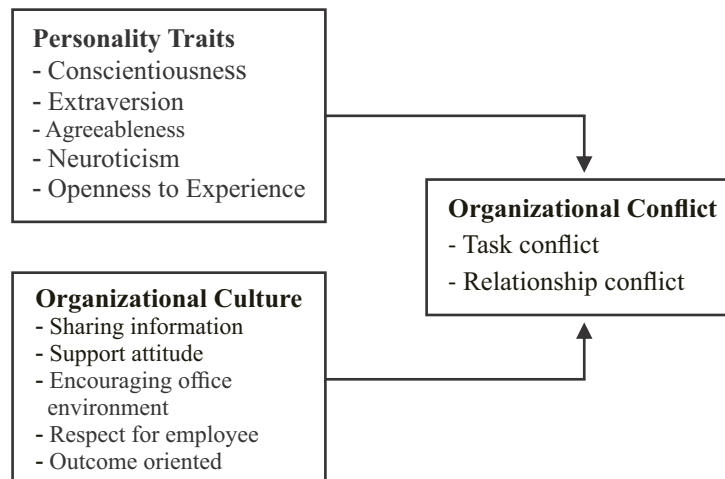
Hypotheses:
In the light of literature review the following hypotheses have been developed.

H_1: There is a significant effect of personality traits on organizational conflict.

H_2: There is a significant effect of organizational cultural on organizational conflict.

THEORETICAL FRAMEWORK

On the left side of the framework given are the independent variables i.e. personality traits and organizational culture. Personality traits were measured with the help of 4 facets while organizational culture was measured with the help of 5 facets. On the right side there is dependent variable which was measured with the help of 2 facets.

Personality Traits
- Conscientiousness
- Extraversion
- Agreeableness
- Neuroticism
- Openness to Experience

Organizational Conflict
- Task conflict
- Relationship conflict

Organizational Culture
- Sharing information
- Support attitude
- Encouraging office environment
- Respect for employee
- Outcome oriented

METHODOLOGY

Primary data was collected with the help of a self-administered questionnaire. All employees of telecom companies were the population of the study employed in Peshawar. Since the researcher belongs to Peshawar so the employees of Peshawar were the specific focus. As it was very difficult to cover the whole population for the data collection and also for the data analysis. So, the population of current research work was divided in the sample which has been selected by random sampling

technique (Ghorbani & Razavi, 2011). 220 questionnaires were distributed among the respondent using simple random sampling technique. 207 filled questionnaires were returned. The data was collected with the help of questionnaire that consist of two sections sec 1 was independent variable which contains two variables i-e personality traits and organizational culture. Personality traits questionnaire was adopted from Smith (2003) and measured with the help of 4 facets i-e agreeableness which was measured with 3 questions, extraversion which was measured with 3 questions, conscientiousness which was measured with 4 questions and neuroticisms which was measured with 5 questions. While organizational culture questionnaire was adopted from Sashkin and Rosenbach (2013) and measured with the help of 5 facets i-e sharing information which was measured by 6 questions, supportive attitude which was measured by 6 questions, encourging office environment which was measured by 5 questions, respect for employee which was measured by 5 questions and outcome oriented which was measured by 5 questions. Sec 2 was dependent variables i-e organizational conflict. Organizational conflict questionnaire was adopted from Henning (2003) which were measured by 2 sub variables i-e task conflict and relationship conflict. Task conflict is measured with 5 questions while relationship conflict is measured with 7 questions.

RESULTS AND DISCUSSION

Table: 1 Reliability

S. No.	Variable	Cronbach's Alpha	Items
1	Agreeableness	.770	3
2	Extraversion	.778	3
3	Conscientiousness	.812	4
4	Neuroticism	.736	5
5	Sharing information	.837	6
6	Supportive attitude	.710	6
7	Encouraging office environment	.749	5
8	Respect for employee	.757	5
9	Outcome oriented	.751	5
10	Task conflict	.733	5
11	Relationship conflict	.744	7

The above table 1 shows the reliability. Agreeableness was measured with 3 items the cronbach's alpha value is .770 reflecting that the variable is highly reliable and the questions asked were relevant to the variable. Extraversion was measured with 3 items the cronbach's alpha value is .778 reflecting that the variable is highly reliable and the questions asked are relevant to the variable. Conscientiousness was measured with 4 items the cronbach's alpha value is .812 reflecting that the variable is highly reliable and the questions asked are relevant to the variable. Neuroticism was measured with 5 items the cronbach's alpha value is .736 reflecting that the variable is highly

reliable and the questions asked are relevant to the variable. Sharing information was measured with 6 items the cronbach's alpha value is .837 reflecting that the variable is highly reliable and the questions asked are relevant to the variable. Supportive attitude was measured with 6 items the cronbach's alpha value is .710 reflecting that the variable is highly reliable and the questions asked are relevant to the variable. Encourging office environment was measured with 5 items the cronbach's alpha value is .749 reflecting that the variable is highly reliable and the questions asked are relevant to the variable. Respect for employee was measured with 5 items the cronbach's alpha value is .757 reflecting that the variable is highly reliable and the questions asked are relevant to the variable. Outcome oriented was measured with 5 items the cronbach's alpha value is .751 reflecting that the variable is highly reliable and the questions asked are relevant to the variable. Task conflict was measured with 5 items the cronbach's alpha value is .733 reflecting that the variable is highly reliable and the questions asked are relevant to the variable. Relationship conflict was measured with 7 items the cronbach's alpha value is .744 reflecting that the variable is highly reliable and the questions asked are relevant to the variable.

Table: 2 Correlation

Correlations			
	Personality Traits	Organizational Culture	Organizational Conflict
Personality Traits	1		
Organizational Culture	.719** .000	1	
Organizational Conflict	.554** .000	.834** .000	1

**. Correlation is significant at the 0.01 level (2-tailed).

The above table of correlation represents the strength of association between two variables. The correlation value of organizational culture with personality traits is .719 (p=.000) means that strength of association between organizational culture and Personality traits is 71.9% the association is highly significant at .01%. The correlation value of organizational conflict with personality traits is .554 (p=.000) means that strength of association between organizational conflict and Personality traits is 55.4%.the association is highly significant at .01%. The correlation value of organizational conflict with organizational culture is .834 (p=.000) means that strength of association between Organizational conflict and organizational culture is 83.4% the association is highly significant at .01%.

Table: 3 Model Summary[a]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837	.700	.697	.20171

a. Predictors: (Constant), organizational culture, personality traits

In this table 3 the organizational culture and personality traits were taken as independent variable and organizational conflict as dependent variable. R shows the strength of association. The value of R is .837, which means that the organizational culture and personality characteristics and organizational

conflict are 83.7% percent correlated to each other. R^2 shows variance explained in the dependent variable due to variation in the independent variable. The value of R^2 is .700, which means that organizational culture and personality characteristics cause's 70 percent variation in organizational conflict. The adjusted R-Square value shows that organizational conflict is affected 69.7% by organizational culture and personality characteristics.

Table: 4 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	19.367	2	9.683	237.987	.000
Residual	8.301	204	.041		
Total	27.667	206			

a. Predictors: (Constant), organizational culture, personality traits
b. Dependent Variable: organizational conflict

The above table shows the results of ANOVA test. The test was used to know the model fitness. For the estimation of the results, the researcher should be sure about the model fitness. If the model is suitable then the results are trustable and if not then the model should be changed. The important value in this regard in the table is F-statistics. The standard in this regard is 4. If the value of F-statistics is higher than 4 then the model is statistically significant and suitable for the estimation of results and if the value of F-statistics is lower than 4 then the model should be changed and it is not suitable for the verification of hypothesis. The F-statistics value in the above table is 237.897. The p-value is .000, which means that the model is suitable and statistically significant.

Table: 5 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.663	.128		13.017	.000
	Personality traits	-.072	.042	-.094	-1.711	.089
	Organizational culture	.663	.041	.902	16.354	.000

a. Dependent Variable: organizational conflict

The above table shows the results of coefficients that have been used in the regression test as the independent variables. The value of β for personality characteristics is -.072. The negative sign shows the negative movement of independent variable in response to change in the dependent variable. It further shows that 1-unit change in the personality characteristics causes -.072 in the organizational conflict. The t-value of personality characteristics is -1.711, which is slightly lower than the standard value. The t-value should be more than 2 whether in negative or positive direction. This statement can be seen in the p-value which is .089, which is just higher than 0.05, means that it is insignificant. It is concluded that the personality characteristics has insignificant effect on organizational conflict. The result is contradicting with the result of McAdams (1995), so we have no sufficient evidence to accept our alternate hypothesis (H1). The value of β for organizational culture is .663. The positive sign shows the positive movement of independent variable in response to change in the dependent variable. It further shows that 1-unit change in the organizational culture causes .663 in

organizational conflict. The t-value of organizational culture is 16.354, which is higher than the standard value. The t-value should be more than 2 whether in negative or positive direction. This statement can be seen in the p-value which is .000, which is lower than 0.05, means that it is significant. It is concluded that the organizational culture has significant effect on organizational conflict. The result is in connection with the study of Ghorbani and Razavi (2011), so we have sufficient evidence to accept our alternate hypothesis (H_2).

CONCLUSION

The study was conducted to analyze the effect of personality traits and organizational culture. The study was basically conducted on the telecom sector of Pakistan. The employees working in the telecom companies at Peshawar were the population of the study. 207 employees from telecom companies comprised of sample size of the study. Simple random technique was used. The data was collected by closed ended, structured questionnaire. 5 likert scale method was used in the questionnaire (strongly disagree, disagree, neutral, agree, and strongly agree). Reliability statistics was used to know the reliability of the variables, to check that whether the variables are reliable for the data collection. Correlation test was used to know the relationship among the dependent and independent variables. Regression test was used to know the cause and effect of the variables. As per the results of reliability test all the variables are reliable. The value of Cronbach's alpha is above 70% for all variables. As per the results of correlation test, organizational conflict has 83 percent positive relationship with organizational culture and this relationship is significant under 5 percent. Organizational conflict has 55 percent positive correlation with personality characteristics and also significant. According to the regression results of personality characteristics and organizational culture on organizational conflict, personality characteristics have insignificant effects on organizational conflict (p-value: .089). While organizational culture has significant effects on organizational conflict (p-value: .000).

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