



## Identified research gaps related to the relationships among organizational conflicts, conflict management strategies, personality traits: Socioeconomic characters and Performance in managerial roles

**Henegama HP**

University of Colombo School of Computing, University of Colombo, Sri Lanka

\* Corresponding Author: **Henegama HP**

---

### Article Info

**ISSN (online):** 2582-7138

**Volume:** 03

**Issue:** 05

**September-October 2022**

**Received:** 20-08-2022;

**Accepted:** 22-09-2022

**Page No:** 446-454

### Abstract

This paper sets out to investigate the research gaps related to the relationships and effects among Organizational conflicts, Conflict management strategies, Personality traits, socioeconomic characters and Performance in managerial roles, under special reference to the university academic and non-academic administrators. Performance in managerial roles of university administrators (both academic and administrative officers) is most important factor for the efficient and effective management of the universities. In case of other organizations, performance in managerial roles also greatly effects to the product and services of them. As defined by Schramm-Nielson (2002), conflict is a state of serious disagreement and argument about something perceived to be important by at least one parties involved. Conflict management can be identified as the use of resolution and stimulation techniques to achieve the desired level of conflicts (Robbins, 2003). As explained by Henry Mintzberg in 1960s, managers in organizations perform managerial roles, which are categorized into three main groups as interpersonal roles, informational roles and decisional roles. Personality traits reflect people's characteristic patterns of thoughts, feelings, and behaviors. Different aspects of conflict management styles include competing, collaborating, avoiding, accommodating and compromising. Desk research was conducted by the preliminary literature survey to investigate the relationships/effects among the above said variables. Accordingly the researcher has identified seven research gaps associated with those variables. The specific research gaps identified among the selected variables are contextual gap, evidence gap, empherical gap, population gap, knowledge and the theoretical gap. Those research gaps are associated with the relationships / effects among the variables of organizational conflicts, conflict management strategies, personality traits, socioeconomic characters and performance in managerial roles. Based on the research gaps the conceptual frame work was developed for the future investigations in the same filed.

**Keywords:** Research gaps, organizational conflicts, conflict management strategies, managerial roles, personality traits, socioeconomic characters

---

### Introduction

Performance of the managerial roles of the Administrators is very important and critical aspect for the efficient and effective development and as well as the functions of the organizations. The production of the organization or the service of institutions has direct influence of the performance of the managerial roles of the administrators under the current context of organizational behavior. Performance in managerial roles of university administrators (both academic and administrative officers) is most important factor for the efficient and effective management of the universities.

The resent desk research revealed that the performance of managerial roles of the administrators is influenced by the organizational conflicts, personality traits of the administrators and the socioeconomic characters of those administrators.

The conflict management strategies are influencing as the intervene variable to these relationships/ effects of these variables. Hence the each variables and their importance are explained below.

### Managerial Roles of Administrators

Performance in managerial roles of university administrators (both academics and administrative officers) is most important factor for the efficient and effective management of the universities. It affect the productivity and the smooth daily as well as yearly functioning of the universities. This phenomenon is common to the other organizations delivering the services and goods. The performances in the managerial roles which are applicable to university administrators are explained below. As explained by Henry Mintzberg in 1960s, managers in organizations perform 10 managerial roles which can be categorized into three main groups as interpersonal roles, informational roles and decisional roles. Performances of the managerial roles could be influenced by several variables and the relationship in between the performances of such managerial roles and the other variables would be investigated in this study. Performance of the managerial roles were considered as the dependent variable in this study and the other variables are considered as independent variables and the mediating variable. Those variables are also briefly explained in following sections.

### Organizational Conflicts

Organizational conflict as it stands now is considered as legitimate, inevitable, and positive indicator of effective organizational management (Rahim, 2001). The conflicts inside the organization occur in between the people or in-between the groups. The group consists with number of people, who work together to achieve the common goal. There are two different groups such as formal groups and informal groups in organization under the context of organizational behavior. A conflict can be simply defined as a disagreement between two or more people, which arises from the fact that they have different goals, values, beliefs, perceptions or the fact that they share the scarce resources. As explained by Robbins (2003) [53], the organizational structure is the main cause of the sources of conflicts including other factors of communication and personal variables in organization. According to Hotepo *et al.*, (2010) [31], limited resources is the major cause of conflict and such conflicts have both negative and positive effects on organization, but when they managed properly the positive effects can be used to encourage organizational innovativeness and build corporation among the employees. Gregory and Griffin (2005) [25] stated that when people, groups or organizations disagree over significant issues, conflict is often the result. Further, as explained by Hotepo *et al.*, (2010) [31], individual stress, misunderstanding and external pressure from the forces outside the enterprise and psychological aspects such as personality differences of the people are reasons for occurring organizational conflicts (Saylor Academy, 2012).

### Conflict Management Strategies

Conflict management can be identified as the use of resolution and stimulation techniques to achieve the desired level of conflicts (Robbins, 2003) [53]. Managing conflict effectively demands multifarious professional abilities (Pathak, 2010). Conflict resolution occurs when a manager

resolves a conflict that has become harmful or serious (Moorhead and Griffin, 2005) [25]. Conflict stimulation is the creation and constructive use of conflicts by manager (Moorhead and Griffin, 2005) [25]. As explained by Robbins (2003) [53], there are several conflict resolution techniques such as problem solving, super ordinate goals, expansion of resources, avoidance etc. and conflict stimulation techniques such as communication, bringing in outsiders, restructuring the organization etc. The intensions are decisions to act in a given way to manage conflicts including competing, collaborating, avoiding, accommodating and compromising (Robbins, 2003) [53]. Using two dimensions of cooperativeness (the degree to which one party to satisfy the other party's concerns) and assertiveness (the degree to which one party to satisfy his or her own concern) the five intensions are described as follows (Rashmi *et al* 2014).

- Competing: (assertive and un co-operating): A desire to satisfy one's interest, regardless of the impact on the other party to the conflict.
- Collaborating: (assertive and cooperative): A situation in which the parties to a conflict each desire to satisfy fully the concerns of all parties.
- Avoiding (unassertive and uncooperative): The desire to withdraw from or suppress a conflict.
- Accommodating (unassertive and cooperative): The willingness of one party in a conflict to place the opponent's interest above his or her own.
- Compromising (midrange on both assertiveness and cooperativeness): A situation in which each party to a conflict is willing to give up something.

### Personality traits and Socio economic characters

Personality traits reflect people's characteristic patterns of thoughts, feelings, and behaviors. Personality traits imply consistency and stability of someone who scores high on a specific trait like Extraversion is expected to be sociable in different situations and over time (Diener and Lucas, 2020) [21]. Broadly, there are five parameters which describe an individual's personality and they are also called as "Big Five" Factors which was initially proposed by Costa & McCrae in the year 1992 and often describes the relation between an individual's personality and various behaviors (Management Study Guide, 2020). Big five factors explains the personality factors of Openness to experience, Conscientiousness, Extraversion and Introversion, Agreeableness, and Neuroticism. The Socioeconomic characters are age, sex, marital status, educational qualification experience, training and will be assessed in this research related to the performance of administrators in managing organizational conflicts in state university system.

### Research problem

Many researches were conducted in relation to the Organizational Conflicts, conflict management strategies and performance in managerial roles, personality traits and the socioeconomic characters of the administrators in global and local scenarios. But there are still the identified research gaps associated with these variables. Performance of the managerial roles of the administrators influenced the productions and the service of the organization. This matter is equally valid to the services and productions of the universities, more specifically in Sri Lankan context. The other identified variables by the underpinning the secondary data such as organizational conflicts, conflict management

strategies and performance in managerial roles, personality traits and the socioeconomic characters of the administrators. In present day context the organizational conflicts can be experienced among administrators, academic staff, supporting staff and among students and in-between the said different groups. A study conducted in the Sri Lankan state universities revealed that there is a sizable level of organizational conflicts exists in Sri Lankan university system (Henegama and Herath, 2011) <sup>[30]</sup>. The behaviors of employees such as delay in performing and disengaging, leaving the working place, getting disagreement on the policy decisions, not cooperating, behaving disrespectfully, gossiping, making complaints etc. can be considered as evidences for having organizational conflicts in such organizations (Robertson, 2013) <sup>[49]</sup>. As such, the research problem was identified as to investigate the existing research gaps among the variables of organizational conflicts, conflict management strategies and performance in managerial roles, personality traits and the socioeconomic characters of the administrators giving special reference to the universities.

### Objectives

To identify the existing research gaps among the variables of organizational conflicts, conflict management strategies, personal traits and socioeconomic characters of the administrators and performance in managerial roles and to identify the future possible research implications.

### Methodology

Desk research was conducted to collect the secondary data by literature survey in this study. Accordingly, the literature based secondary data were collected in this study related to the organizational conflicts, conflict management strategies, personality traits and performance in managerial roles and the possible relationships/effects among those variables. The secondary data related to the above said variables and their relationships and effects were obtained from the local and international literature sources such as JSTOR, Emerald, Sage publications etc. for the past period of 10-20 years. Similarly many books related to the variables were referred. The relationships/ effects related to the organizational conflicts, conflict management strategies, personality traits and socioeconomic characters and performance in managerial roles were analyzed and five research gaps were identified among seven relationships/effects. According to the identified research gaps, the conceptual frame work (research model) was developed to use for the future implications of the study. The main steps followed in this desk research was literature based secondary data collection, systematic analysis of the literature evidences, identification of the existing research gaps and developing conceptual frame work (research modal).

### Results

#### a. Identified research gaps

Five research gaps were identified associated with the variables of organizational conflicts, conflict management strategies, personality traits and performance in managerial roles and the possible relationships/effects among those variables. The main research gaps identified were in the form of contextual gap, evidence gap, empirical gap, population gap, theoretical gap identified in each of the following relationships/effects.

#### 1. Research Gap/s: Organizational conflicts and performance in roles of administrators

The literature collected related to the organizational conflicts and performance in roles of administrators was analyzed and the existing research gaps were identified. Some of the literature and the identified research gaps are illustrated as follows.

A study conducted by Knippen and Green (1999) <sup>[38]</sup>, identified that unresolved conflicts tends to grow into bigger conflicts, the more it grows the greater the chance of collecting more problems and leads to the poor performance. Knippen and Green (1999) <sup>[38]</sup>, in the above study revealed that the management should resolve conflicts properly in their organization to increase the organizational performance and when manage the conflicts properly the organization would increase its performance in terms of utilizing the scarce resources and achieving the organizational objectives. The above model encompassed both personal and working environment characteristics, which influence the performance of the employees. The conflicts in the working place are classified as relationship, task and the process conflicts. Finally, the output of the model equals to the employees' performance.

A study conducted by Hotepo *et al*, 2010 <sup>[31]</sup> in Lagos Metropolis related to the managers from hotels, airlines; road transport etc. revealed that there are inter-personal, inter-group and personal conflicts in their organizations. The majority of them are inter- personal conflicts. Further, the results revealed that if the conflicts are not resolved properly the negative effects such as poor performance, lack of cooperation, wasting of resources etc. can be resulted. In addition, if conflicts are resolved, the positive effects such as building cooperation, increase of innovativeness, improving the decision-making were experienced in the above same study.

When analyzing the studies conducted in the world related to organizational conflict and performance of roles of administrators it was identified that there is limited research publications related to the organizational conflicts and the performance of the managerial roles of administrators. Therefore, *Empirical gap* exists. Further there were no evidences to prove the relationship in between the organizational conflicts and the performance of the roles of administrators especially in the context of state university system in Sri Lanka. Accordingly it can be said that there are *evidence gap* and *contextual gap*. Further, conducted studies are generally targeted to the overall performance of the overall organization than specific targeting to the performance of roles of administrators. Therefore there could be associated *theoretical gap* also.

#### 2. Research Gap/s: Organizational conflicts and conflicts management strategies

The literature collected related to the organizational conflicts and conflicts management strategies were analyzed and the existing research gaps were identified. Some of the literature and the identified research gaps are illustrated as follows.

A qualitative study conducted related to conflicts and conflict management in relation to nurses and physicians revealed that there are clear expectations, which in their opinion are essential to collaboration. When collaboration leads to disagreement physicians and nurses choose in between ignoring the conflict or engaging in it (Leever *et al*, 2010) <sup>[47]</sup>.

Parker (1974) <sup>[48]</sup> stated that if conflicts arise and are not managed properly it will lead to delay of works, disinterest and lack of action and finally lead to breakdown of the group. Accordingly, it explains that there is negative relationship in-between organizational conflicts and conflict management strategies. Robinson *et al* (1974) explained that managing conflict towards constructive action is the best approach in resolving conflict in organization.

It was found that there were very limited researches conducted in the global and local contexts to prove the relationship in-between organizational conflicts and conflict management strategies. Therefore the, *evidence gap*, *empherical gap* are associated related to the relationship/effect of organizational conflicts and conflicts management strategies. There were almost no researches conducted to see the relationship in-between organizational conflicts and conflict management strategies specially related to the context of Sri Lankan university system. Hence the *contextual gap and population gap* are associated.

### 3. Research Gap/s: Organizational conflicts management strategies and performance in managerial roles of administrators

The literature collected related to the organizational conflicts management strategies and performance in managerial roles of administrators was analyzed and the existing research gaps were identified. Some of the literature and the identified research gaps are illustrated as follows.

There were several researches conducted related to organizational conflicts management strategies and performance in managerial roles of administrators in global and local context. It was identified in a study conducted that the poorly managed conflicts negatively affects the staff retention, morale etc. which could be related to the managerial performance in their roles (Al-Hamdan, Norrie and Anthony, 2014) <sup>[2]</sup>. Abazeed (2017) <sup>[1]</sup>, revealed that integration, domination, compromising, avoiding had a significant and positive effect on organizational commitment at public universities in the north region of Jordan.

It was discussed that the conflict management style of integrating partially mediates the job performance of the employees (Shih and Susanto, 2010) <sup>[57]</sup>. A study conducted in schools in Bahrain revealed that if the conflict has not been managed wisely, it will affect the job satisfaction and organizational effectiveness and that could affect the managerial performance as well (Chan and Abdulhadi (2019) <sup>[13]</sup>.

A study conducted in public universities in Kenya revealed that there was a strong positive and significant relationship between organizational conflict management (negotiation, mediation and collaboration) and employee's performance (Gertrude and Stephen, 2021) <sup>[26]</sup>.

As explained by Hatfield and Hatfield (1996), there is a positive relationship between a manager's collaborating strategies of managing conflict and subordinates' experiencing interpersonal and performance rewards while significant negative relationships between a manager's forcing strategies and those same outcomes. The study conducted by Longe (2015) <sup>[39]</sup> showed significantly positive relationship between conflict management strategies and organizational performance, which could also influence the managerial performances.

A study conducted in Nigerian government and private universities revealed that the conflict management strategies

have significant effect on academic staff productivity, but the type of university moderate the effect (Igbino, 2016) <sup>[46]</sup>. Further, the same study found that the efficiency of conflict management strategies is contingent upon the issues or situation at hand as well as the parties involved.

When analyzing the research studies conducted related to the relationship in-between organizational conflicts management strategies and performance in managerial roles of university administrators, it was found that considerable number of researches have been conducted related to above two variables. But there is a research gap as the many researches were concluded the relationship in-between organizational conflict management strategies and the general organizational performances and outcomes. Very limited researches were conducted between organizational conflict management strategies and managerial performance. But considering the organizational performance, more specifically managerial performances, it was able to found that there were limited numbers of researches conducted in global context. It is clear that the *evidence and population gaps* exist related to the above relationship. Also there were few studies conducted related to the context of Sri Lankan University system. Therefore, a *contextual research gap* could be found related to the above relationship in between organizational conflicts management strategies and performance in managerial roles of administrators. Even though there were researches as explained above, the relationship in-between organizational conflicts management strategies and performance in managerial roles is also not much clearly and strongly proved. Therefore there is a possible future research implication exists under this research gap especially under the Sri Lankan context.

### 4. Research Gap/s: Conflict management strategies and socioeconomic characters of administrators

Following literature were identified related to the relationships and effects in-between the Socioeconomic characters of administrators and conflict management strategies. The relevant details and the identified research gaps are as follows. An investigation conducted by Sarpkaya, 2017 on conflict management strategies of lecturers and administrators working in the physical training and sports academy found that the lecturers use conflict management strategy claiming that in conflicting situations they insist on their ideas and in case of failure they appeal to the authority. It was further stated that the lecturers prefer competition first, then avoiding, obliging, compromising and integrating sequentially.

A study done in China by 704 employee across China has revealed that supervisors in conflict with their subordinate tended to use direct assertive strategies to resolve the conflict but the results depended on the socioeconomic characters of age, education, gender, region and work experience (Nguyen D Hannah-Hanh, 2012) <sup>[44]</sup>. Further a study conducted by a sample of 280 Chinese managerial and executive employees between 22 and 66 years revealed that relative to younger employees the older employees utilized more avoiding to deal with conflicts with supervisors and less dominating with subordinates (Dannii Y Y *et al* 2015) <sup>[15]</sup>.

Another investigation related to conflict management revealed that after controlling for biological sex, when compared with other gender roles male individuals were highest on the dominating conflict style, whereas feminine individuals were highest on the avoiding style, and

androgynous individuals on the integrating style. Further, upper organizational status individuals were higher on the integrating style, while lower status individuals reported greater use of avoiding and obliging styles (Brewer et al 2002) <sup>[12]</sup>.

A research conducted related to school teachers in Bahrain indicated that most of school principals adopted compromise and collaboration styles in conflict management (Chan and Abdulhusain, 2019) <sup>[13]</sup> and it revealed the selection of conflict management styles according to the profession. According to Messarra (2016) <sup>[42]</sup>, the age of individuals contributes to the strength or weakness of the various relationships between the personality and conflict handling styles.

Sayed et al 1996 <sup>[59]</sup>, conducted a study in two regions in the world as Middle East countries and States to analyze the conflict management styles across cultures. The results revealed that Arab Middle Eastern executives use more of an integrating and avoiding styles in handling interpersonal conflict while States executives use more of an obliging, dominating and compromising style. A study conducted by Adomi et al 2018, explored that interpersonal conflicts are the highest type of conflicts reported and the accommodation method is the highest reported conflict management method in the Nigerian university libraries. It was revealed that the mostly practiced strategies for the organizational conflict resolution are collaboration, competition and avoidance (Baron et al 1990) <sup>[10]</sup>.

The study conducted by Eleni Lahana et al, 2017 related to the sources of conflicts in nursing, management strategies for conflict resolution. According to certain demographic and work-related characteristics by using 100 nurses in Greece revealed that several factors related to the organizational conflicts. Accordingly it says that the majority of nurses, who are more experienced and in managerial positions, reported the conflict with other professions, usually physicians. The most common style for conflict management was avoidance, followed by collaboration, and also in significantly smaller percentages on compromise, competition, mediation and accommodation. Age, work experience, education and managerial position significantly affected the strategy of choice for conflict resolution, with younger nurses, with less responsibilities and no previous conflict management education, choosing avoidance as their primary strategy. Collaboration was a strategy chosen by the more educated nurses and the supervisor was the most appropriate person for conflict management. The majority of the nurses reported that the management style of choice was problem solving, indicating a more appropriate and integrated management style that often relates to better job satisfaction and work relations. The most effective way in conflict management was improving the understanding and clarifying the parameters according to the structure.

An investigation conducted in the Sri Lankan university system to identify the factors influencing on implementation of the integrating conflict management strategy among university teachers revealed that the factors such as Investigate an issue with others; Minimize the difference among others; Emotional support to others; Trust of others, are influencing the implementation of the integrating conflict management strategy among university teachers in Sri Lankan university system (Safeena and Velnampy, 2017).

In the process of analyzing the research gaps in between the relationship of socioeconomic characters and conflict

management styles, several research gaps could be identified. The different levels of relationships in-between socio economic characters of managers and conflict management styles were identified. Different studies were conducted for different populations but there could still be *population gap* as the relationships/effects can be tested for other different populations. Further it should be tested in different contexts such as Sri Lanka and other countries. Hence, there could *contextual gap* also exists. As there are many variables associated with socioeconomic characters, there can be relationships and effects which are not defined by the existing theories. Hence, there can be *theoretical gap* also associated related to the relationship/effects in-between socioeconomic characters of administrators and the conflict management strategies. It was identified that many studies are conducted more specific to the localized contexts as case studies, and systematic empirical testing is required. Therefore it can be said that *empirical and evidence gap* are also associated with these relationships.

### 5. Research Gap/s: Socioeconomic characters of administrators and performance of managerial roles of administrators

Following literature was identified related to the relationships and effects in-between the Socioeconomic characters of administrators and performance of managerial roles of administrators. The relevant details and the identified research gaps are as follows.

The study conducted for managers revealed that the managers who serve as mediators can learn the root cause of conflicts in organizations and aid employees to deal with the problem (Jeffrey et al, 2003) <sup>[34]</sup>. It was found by an investigation that some of the competencies are needed for managers when intervening as third parties, The manager is not the appropriate person to intervene and suggest the ways of making use of an independent resource person (Nugent and Broedling, 2002) <sup>[43]</sup>.

As explained by Darkenwald (1971) <sup>[16]</sup>, the chairmen at medium differentiated colleges and universities reported more conflict than did chairmen at other institutions marked by a higher or lesser degree of differentiation. It was further observed that the functional differentiation appears to be closely related to institutional professionalism.

The study conducted by Kumari, V (2014) <sup>[35]</sup> related to the urban working women in white collared jobs in the city of Rourkela, India showed that different age groups of working women have different kinds of problems (conflicts) and challenges. According to their different social categories such as married, single, divorcee, single parent, separated, have different issues at stake in the workplace. Some problems are definitely common, like mental (psychic effects) and physical stress, lack of proper balance between employment and family care, unfair treatment in the workplace, stressful life and work place discrimination etc.

The analysis of the research gaps in between the relationship of socioeconomic characters and performance of managerial roles, several research gaps could be identified. The different levels of relationships in-between socio economic characters of managers and managerial performance in roles were identified. Different studies were conducted for different populations but there can still be *population gap*. Further it is worth to be tested in different contexts such as Sri Lanka and the *contextual gap* also can be associated. As there are many variables associated with socioeconomic characters related or

placed or not published, there can be *theoretical gap* as well. As there are limited literature available related to the relationship/ effect of Socioeconomic characters of administrators and performance of managerial roles of administrators, the *emphirical gap*, *evidence gap* and the *population gap* also can be associated in this regard.

### 6. Research Gap/s: Personality traits of administrators and performance of managerial roles of administrators

It was found that optimistic employees are more likely to work and proactive employees are stronger in self-leadership (Ghulam *et al* 2022) <sup>[27]</sup>. A study conducted in public sector organizations in Putrajaya found that the leaders' (managers') personality traits are closely related with the employee's job performance (Nadia *et al*, 2016) <sup>[45]</sup>. By the same study it was identified that extroversion, openness to experience, conscientiousness, and agreeableness have shown the highest significant correlation with employee job performance. Further neuroticism was found to be negatively related with employee job performance (Nadia *et al*, 2016) <sup>[45]</sup>. Tudor, 2013 found that in his study related to the school managers that the managerial behavior can be defined as the manner, that the manager exercises the managerial roles also as his personal qualities.

When analyzing the findings of preliminary literature review it was found that there are very few studies conducted related to the relationship between personality traits of administrators and performance of managerial roles of administrators. Therefore it was found that there is an *emphirical gap* related to this relationship in the field due to lack of systematic analysis. As the limited studies conducted were more specific and unique to the particular contexts and cases, it can be said that there is *contextual gap* and the evidence gap also exist related to this aspect of relationship between personality traits of administrators and performance of managerial roles of administrators. Due to the limited knowledge of the related aspect of relationship between personality traits of administrators and performance of managerial roles of administrators in the field and more specifically in the Sri Lankan context, it can be identified that there is *knowledge gap* also associated with these variables.

### 7. Research Gap/s: Personality traits of administrator and conflict management strategies

A study conducted by Ayub N *et al* (2017) <sup>[9]</sup>, revealed that

agreeable persons perceive less conflict and extraverts are more like to use integrating, obliging, compromising and avoiding styles. Emotionally stable people for integrating style whereas neurotics for dominating style. Conscientiousness, openness and emotional stability have a direct effect on performance. Further the study revealed that the interactions between conflict and conflict management styles determine the relationship between personality traits and performance. In a study it was revealed that the personality traits influenced for occurring the conflicts of task, relationship and process conflicts and further influenced for the conflict management styles (Ayub N *et al*, 2017) <sup>[9]</sup>. When analyzing the findings of preliminary literature review it was found that there are very few studies conducted related to the relationship between personality traits of administrators and performance of managerial roles of administrators. Therefore it was found that there is an *emphirical gap* related to this relationship in the field due to lack of systematic analysis. As the limited studies conducted were more specific and unique to the particular contexts and cases, it can be said that there is the *contextual gap* and the evidence gap also exist related to this aspect of relationship between personality traits of administrators and performance of managerial roles of administrators. Due to the limited knowledge of the related aspect of relationship between personality traits of administrators and performance of managerial roles of administrators in the field and more specifically in the Sri Lankan context, it can be identified that there is the *knowledge gap* also associated with these variables.

### b. Future Research Implications

Development of the conceptual frame work and defining of the independent, dependent and intervene variables of the research model for the further investigations was done.

Conceptual framework of research:

The independent variables are identified as organizational conflicts, personality traits and the socioeconomic characters of the administrators. The dependent variables are identified as performance of managerial roles of the administrators. The intervene variable is identified as the conflict management strategies. The possible relationships/effects among the variables developed based on existing research gaps is illustrated in figure 1.

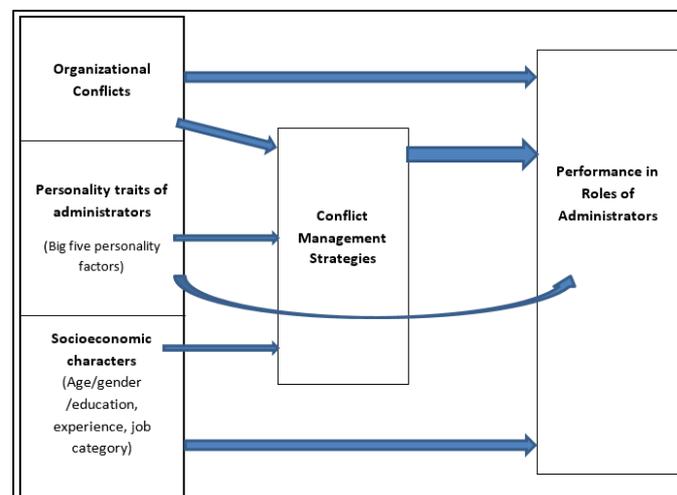


Fig 1: Developed Conceptual Framework (Research Model).

## Discussion

As the result of this desk research, the existing research gaps among the variables of organizational conflicts, personality traits, socioeconomic characters of the administrators, performance of managerial roles of the administrators and conflict management strategies were identified. Accordingly, the existing research gaps of evidence gap, population gap, empherical gap, theoretical gap, contextual gap and knowledge gap are identified among the selected variables as the result of the analysis of the secondary data obtained from the desk research. The conceptual frame work was developed based on those research gaps and the possible relationships/effects among those varilables. The independent variables are identified as organizational conflicts, personality traits and the socioeconomic characters of the administrators. The dependent variable is identified as performance of managerial roles of the administrators. The intervene variable is identified as the conflict management strategies.

## Conclusion

Six research gaps; evidence gap, population gap, empherical gap, theoretical gap, contextual gap and knowledge gap were identified among the variables of organizational conflicts, personality traits, socioeconomic characters of the administrators, performance of managerial roles of the administrators and conflict management strategies. Conceptual framework (Research Model) was developed for further investigations.

## Recommendations

It is recommended further investigations based on the identified research gaps and the developed conceptual frame work fulfilling the associated research gaps of evidence gap, empherical gap, population gap, theoretical gap, knowledge gap and contextual gap.

## References

1. Abazeed RAM. Impact of Organizational Conflict strategies on organizational commitment at public universities in the North Region of Jordan, International Journal of Academic Research Accounting Finance and Management Sciences, 2017, 7(4), HRMARS
2. Al-Hamdan Z. Conflict management: A Literature Review and Study, 2014. [on line] Available from <http://amj.aom.org/content/39/1/123.short> [Accessed on 2015/04/29]
3. Allen C Amason, Ann C Mooney. The effects of past performance on top management team conflict in strategic decision making, International Journal on conflicts management, Emerald group publishing limited, 1993.
4. Amason AC. Distinguishing the Effects of Functional and Dysfunctional Conflict on Strategic Decision Making: Resolving a Paradox for Top Management Teams, Academy of Management Journal, 1996. [on line] Available from <http://amj.aom.org/content/39/1/123.short> [Accessed on 2015/04/29].
5. Antonioni. Relationship between the Big Five Personality Factors and Conflict Management Styles, International Journal of Conflict Management. 2013; 9(4):336-355. [on line] Available from <https://doi.org/10.1108/eb022814> [Accessed on 2018/12/19].
6. Anna S. Conflicts in schools, conflict management styles and the role of the school leader; A study of Greek primary school educators, 2014, cited on 2016/03/18, Available online <<http://ema.sagepub.com/content/43/4/582.abstract>>
7. Anit S. Managing Conflict in School Teams: The Impact of Task and Goal Interdependence on Conflict Management and Team Effectiveness, 2008. cited on 2016/03/18, Available online <http://eaq.sagepub.com/content/44/3/359.abstract>.
8. Adomi EE, SO Anie. Conflict management in Nigerian University Libraries, Library Management, 2006, 27, 8, Emerald Publishing Ltd. [on line] Available from <https://www.emeraldinsight.com/doi/pdfplus/> [Accessed on 2018/09/29].
9. Ayub N, Suzan M AIQurashi, Wafa A, AI-Yafi, Karen Jehn, at *el*. Personality traits and conflict management styles in predicting job performance and conflict, International Journal of Conflict Management, 2017, 28, 5 [on line] Available from <https://doi.org/10.1108/IJCM-12-2016-0105> [Accessed on 2018/09/29].
10. Baron RA, Frei RL, Hauver LA, Shack ML. Reducing organizational conflict: The role of socially-induced positive affect, International Journal of Conflict Management, 1990, 1(2). [on line] Available from <https://www.emeraldinsight.com/doi/pdfplus/> [Accessed on 2018/10/22].
11. Boulding KE. Conflict and Defense; A general theory, Harper Torchbooks, the university library, Harper and Row, Publishers, New York, Evanston, and London, 1963.
12. Brewer N, Patricia Mitchell, Nathan Weber. Gender Role, Organizational Status and Conflict Management Styles, International Journal of Conflict Management. 2002; 13(1):78-94. Cited on 2018/10/04, Available online <<https://doi.org/10.1108/eb022868>>.
13. Chan Yuen Fook, Abdulhadi Hasan Abdulhusain. Conflict management style of principals as perceived by intermediate school teachers in Bahrain, New Trends and Issues Proceedings on Humanities and Social Sciences, 2019, 6. [on line] Available from: [www.prosoc.ec](http://www.prosoc.ec) [Accessed on 2019/05/31].
14. Chen X Helen, Xu Xuemei, Phillips Patrick, Emotional intelligence, conflict management styles. Emotional intelligence and conflict management styles, International Journal of Organizational Analysis, 2019. [on line] Available from <https://doi.org/10.1108/IJOA-11-2017-1272> [Accessed on 2019/05/24].
15. Dannii Y Yeung, Helene H Fung, Darius Chan. Managing Conflict at Work: Comparison between younger and older managerial employees, International Journal of Conflict Management, 2015, 26. Cited on 2018/11/22, Available online <<http://doi.org/10.1108/IJCM-06-2014-0044>>.
16. Darkenwald GG Jr. Organizational Conflicts in Colleges and Universities, Administrative Science Quarterly, Vol 16, No 4, Sage Publications, Cornell University cited on, 1971. 2018/10/8, Available online <<http://www.jstor.org/stable/2391761.htm>>.
17. Desivilya HS. The Role of Emotions in Conflict Management: The case of work teams, the international journal of Conflict Management. 2005; 16(1):55-56, [on line] Available from <https://doi.org/10.1108/eb022923>

- [Accessed on 2019/06/03].
18. Danga. Organizational Conflicts, 2009. Cited on 2009/11/04, Available online <<http://www.oppapers.com/essays/Organizational-Conflicts/135602>>.
  19. Derr GB. Major causes of organizational conflict: Diagnosis for action, working paper, Naval Postgraduate School, Monterey, California, 1975.
  20. Donkor P, Afriyie S, AdjeiDanquah B, Wilson Kwaku Nimsah. Effect of Conflict on Employees Performance: Evidence from Coca Cola Company Limited, Kumasi Branch, American Scientific Research Journal for Engineering, Technology and Sciences Available online <<http://asrjetsjournal.org>>
  21. Diener E, Lucas RE. Personality traits. In R. Biswas-Diener & E. Diener (Eds), Noba textbook series: Psychology. Champaign, 2020. cited on 2020/01/15, available online <<https://nobaproject.com/modules/personality-traits>>
  22. FAO. Conflict Management [online], 2004. Available from <http://www.fao.org/docrep/w7504e/w7504e07.htm> [Accessed on 2009/10/31].
  23. Greg Giesen. Organization Conflict, 2007. Cited on 2009/10/31 available on line <<http://www.managerwise.com/article.phtml?id=539>>
  24. Gross MA, Guerrero LK. Managing conflicts appropriately and effectively: An application of the competence model to Rahim's organizational conflict styles, International Journal of Conflict Management, 2000, 11, 3.
  25. Gregory M, RW Griffin. Organizational Behavior, Seventh Edition, Biztantra, An Imprint of Dreamtech Press, New Delhi, 2005.
  26. Gertrude M Mwaniki, Stephen MA Muathe. Organizational Conflict Management: The all-important public universities performance strategy under neglect in Kenya, European Scientific Journal (ESJ), 2021. [Online], Available from <https://doi.org/10.19044/esj.2021.v17n12p181> [Accessed on 2021/10/31].
  27. Ghulam Abid, Bindu Arya, Amara Arshad, Saira Ahmed, Saira Farooq. Positive Personality traits and self-leadership in sustainable organizations: Mediating influence of thriving and moderating role of proactive personality, 2022, Elsevier BV [online], Available from <https://doi.org/10.1016/j.spc.2020.09.005> [Accessed on 2022/02/14].
  28. Hasan A, Muhammad AK and Imran A (2009), Linkage between Employee's Performance and Relationship Conflict in Banking Scenario, Hong Kong, International Journal of Business and Management [on line] Available from <http://www.ccsenet.org/journal.html> [Accessed on 2011/06/30]
  29. Henegama HP, Herath HMA. Organizational conflicts by structural factors and effect upon managerial decision making role in Sri Lankan universities, Abstract book, International conference on psychology and allied professions, Sri Lanka, 2011.
  30. Henegama HP, Ranawake. Analysis of Factors influencing Organizational Conflict: Case Study-Wayamba University of Sri Lanka, SLAIHEE Conference 2010, University of Colombo, Sri Lanka, 2011.
  31. Hotepo OM, Asokere ASS, Azeez A Abdul, Ajemunigbohun. Empirical Study of the effect of Conflict on organizational performance in Nigeria, 2010. Business and Economics Journal [on line] Available from <http://www.omicsonline.com/open-access/empirical-study-of-the-effect-of-conflict-on-organizational-performance-in-nigeria-2151-6219-1-015> [Accessed on 2015/06/30].
  32. Jeffrey A, Blitman Bruce, Jeanne D. Maes, Robert A Shearer. Using collaborative modeling to mediate workplace conflicts, Equal Opportunities International. 2003; 22(5):25. Emerald Group Publishing Limited [online] Available from <http://www.emeraldinsight.com/doi/abs/10.1108/02610150310787478> [Accessed on 2015/08/08].
  33. Jones GR, George JM. Contemporary Management, New York: McGraw Hill Inc., 2003.
  34. Jeffrey A, Blitman Bruce, Jeanne D Maes, Robert A Shearer. Using collaborative modeling to mediate workplace conflicts, Equal Opportunities International. 2003; 22(5):25. Emerald Group Publishing Limited [online] Available from <http://www.emeraldinsight.com/doi/abs/10.1108/02610150310787478> [Accessed on 2015/08/08].
  35. Kumari V. Problems and challenges faced by urban working women in India. MA thesis. National institute of technology Rourkela-769008, Odisha, under the guidance of Prof. Seemita Mohanty, Associate Professor, Department of Humanities and Social Sciences, 2014. Cited on 2020/03/15 available on line <https://www.tandfonline.com/action/journalInformation?journalCode=wasw21>.
  36. Kaveh Hasani, Saeed Sadeghi Boroujerdi, Saman Sheikhesmaeili, Tayebeh Aeini. Identity of Organizational Conflict Framework: Evaluating Model Factors Based on Demographic characteristics in Iran, Journal of Industrial Engineering and Management, 2014. [on line] Available from <[www.jiem.org/index.php/jiem/article/viewfile/1061/621](http://www.jiem.org/index.php/jiem/article/viewfile/1061/621)> [Accessed on 2015/04/30]
  37. Kellermann PF. Interpersonal Conflict Management in Group Psychotherapy: An Integrative Perspective, 1996. Group Analysis [on line] Available from <<http://dx.doi.org/10.1177/0533316496292012>> [Accessed on 2015/04/30]
  38. Knippen JT, Green TB. Handling Conflicts, Journal of Workplace Learning, 1999, 11, [online] Available from <http://dx.doi.org/10.1108/1365629910250924> [Accessed on 2015/05/30]
  39. Longe O. Impact of Workplace Conflict Management on Organizational Performance: A Case of Nigerian manufacturing Firm, Journal of Management and Strategy, 2015, [on line] Available from <https://jms.sciedupress.com> [Accessed on 2018/12/19]
  40. Mintzberg H. The manager's job: folklore and fact, 1975, Harvard Business Review cited on 2015/06/17 available on line <[http://mazinger.sisib.uchile.cl/repositorio/pa/ciencias\\_economicas\\_y\\_administrativas/](http://mazinger.sisib.uchile.cl/repositorio/pa/ciencias_economicas_y_administrativas/)>
  41. Management Study Guide. Personality Traits - Meaning and Different Types of Traits, 2020. Cited on 2020/01/15 available on line <<https://www.managementstudyguide.com/personality-traits.htm>>
  42. Messarra LC, Karkoulian Silva, Kassar ans Abdul Nassaral. Conflict Resolution Styles and personality,

- International Journal of productivity and performance management, Emerald group publishing limited, 2016, 65, 06. [on line] Available [https://www.vumc.org/faculty/sites/vumc.org/faculty/files/public\\_files/ConflictRes5.pdf](https://www.vumc.org/faculty/sites/vumc.org/faculty/files/public_files/ConflictRes5.pdf) [Accessed on 2020/11/19].
43. Nugent S Patrick, Broedling Laurie A. Managing conflict: Third-party interventions for managers, Acad manage perspect, 2002, 16(1). Academy of Management Perspectives [online] Available from <http://amp.aom.org/content/16/1/139.abstract?sid=03069372-56f6-446a-9de8-ee3f725030> [Accessed on 2015/04/30].
  44. Nguyen D Hannah-Hanh, Jie Yang. Chinese employees' interpersonal conflict management strategies, International Journal of Conflict Management, 2012, 23(4), [online] Available from [www.emeraldinsight.com/1044-4068.htm](http://www.emeraldinsight.com/1044-4068.htm) [Accessed on 2018/10/2].
  45. Nadiah MA Ghani, Nor Sara NM Yunus, Norliza saiful Bahry. Leader's personality traits and employees job performance in public sector, Putrajaya, Fifth International Conference on Marketing and Retailing, 2016, Elsevier [online] Available from [www.sciencedirect.com](http://www.sciencedirect.com) [Accessed on 2022/13/2].
  46. Igbino EE. Conflict Management Strategies and Academic staff productivity: A study of selected public and private universities in south-west Nigeria. Phd Thesis, Covenant University, Nigeria, 2016.
  47. Leever AM, Hulst MVD, Berendsen AJ, Boendemaker PM, Roodenburg JLN, Pols J. Conflicts and conflict management in the collaboration between nurses and physicians-A qualitative study, Journal of Inter professional Care, 2010. [on line] Available from <https://www.tandfonline.com> [Accessed on 2010/12/19]
  48. Parker J. Some Ideas about Working with People Individually and in Groups. Cooperative Extension Service, Ohio, 1974.
  49. Robertson D. 11 Indicators That Your Workplace Is A Conflict Zone, 2013, Cited on 2015/08/28, Available online <http://info.proactive-resolutions.com/ProActive-Workplaces-Blog/bid/327055/11-Indicators-That-Your-Workplace-Is-A-Conflict-Zone>
  50. Rahim MA. Toward a Theory of Managing Organizational Conflict, International Journal of Conflict Management, 2002. [on line] Available from <http://www.emeraldinsight.com/doi/abs/10.1108/eb022874> [Accessed on 2015/06/30].
  51. Robertson D. 11 Indicators That Your Workplace Is A Conflict Zone, 2013, cited on 2015/08/28, Available online <http://info.proactive-resolutions.com/ProActive-Workplaces-Blog/bid/327055/11-Indicators-That-Your-Workplace-Is-A-Conflict-Zone>
  52. Robbins SP. Organizational Behavior, Prentice Hall, Englewood Cliffs, 1983.
  53. Robbins SP. Organizational Behavior, third edition, prentice hall Inc. Upper Saddle River, New Jersey, USA, 2003.
  54. Robbins Stephen P. Organizational Behavior, eleventh edition, Prentice hall of India Pvt. Ltd., New Delhi, 2005.
  55. Robinson J, Roy WJ, Clifford RA. Conflict Management in Community Groups, University of Illinois at Urbana Champaign, North-Central Regional Extension Publication, New York, 1974.
  56. Rahim MA. Toward a Theory of Managing Organizational Conflict, International Journal of Conflict Management, 2002. [on line] Available from <http://www.emeraldinsight.com/doi/abs/10.1108/eb022874> [Accessed on 2015/06/30].
  57. Shih HA, Susanto E. Conflict management styles, emotional intelligence and job performance in public organizations, International Journal of Conflict Management, 2010, 21(2). Emerald Group Publishing Limited [online] Available from [www.emeraldinsight.com/1044-4068.htm](http://www.emeraldinsight.com/1044-4068.htm)
  58. Sarpkaya PY. Conflict Management Strategies of Lecturers and Administrators Working in the Physical Training and sports Academy cited, 2014. on 2018/09/18, Available online <https://doi.org/10.1080/09720073.2014.11891566>
  59. Sayed M Elsayed-Ekjiouly, Richard Buda. Organizational Conflict: A comparative Analysis of Conflict styles across cultures. International Journal of Conflict Management, 1996, 7(1). cited on 2018/09/18, Available online <https://www.emeraldinsight.com/doi/abs/10.1080/09720073.2014.11891566>
  60. Schramm-Nielson J. Conflict management in Scandinavia, Discussion paper series, Copenhagen Business School, Denmark, 2002.
  61. Schwenk CR. Conflict in Organizational Decision Making, A exploratory study of its effects in for-Profit and Not-for-profit organizations, Management Science Journal, 1990. [on line] Available from <http://www.jstor.org/pss/2632008> [Accessed on 2015/06/30].
  62. Wall Jr JA, Callister RR. Conflict and its Management, Journal of Management [online], 1995. Available from <http://dx.doi.org/10.1108/1365629910250924> [Accessed on 2015/05/30].