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Articles for consideration must be in English language and must not have been submitted to another journal. Feature articles should be a minimum of 5,000 and maximum of 8,000 words; book reviews should be between 750 and 1,000 words; all should be double spaced.

Style: UK spellings as against US should be used. Italics all titles of books. Using single inverted commas and double quotes within quotes.

To facilitate the blind peer-review process, include your name and institutional affiliation on the cover page only. All submissions should also be accompanied by a brief biographical profile.

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Editor Note

Ijinle is a multidisciplinary journal of the Faculty of Arts, Adeleke University, Ede. This edition is a Special Conference edition and is a collection of papers that were presented at the last Faculty Conference with the theme Leadership and Religion: Pancacea for Conflict Resolution. The process of getting this edition published has been rigorous, as the papers have been subjected to various reviews; starting from the contributions harvested during the conference, to blind peer reviews and then language editing. The Editorial Board remains committed to ensuring that original studies that discuss trending societal issues are brought to fore using this academic platform.

I want to thank the Journal Advisory and Editorial Consultants for making themselves available since the commencement of the journal a few years back. I also specially thank my Editorial Associates for their tenacity to the sustainability of this journal.

Professor Sherifat Labo-Popoola
Editor-in-chief

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AN ANALYSIS OF LEADERSHIP STYLES AND THEIR IMPLICATIONS ON CONFLICT RESOLUTION IN TODAY'S WORKPLACE: A GENDER AND PERSONALITY PERSPECTIVE

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Abstract

Leadership is defined as the process of acquisition of relevant skills an individual or organization requires to lead, guide, direct, coordinate, oversee or mentor other individuals, teams or entire organizations with a view to effecting a change for the better. While it is clearly one of the inherent traits of human nature, leadership can also be consciously cultured. Scholarly research in the Social Sciences has led to the identification of several leadership styles including autocratic or authoritarian leadership, participative or democratic leadership, laissez faire, transformational or transactional leadership. In organizations, conflict is regarded as the presence of discord that occurs when the goals, interests or values of different individuals or groups are incompatible and disrupts each other's attempt to achieve objectives. There are different views surrounding the origin of conflict in organizations and institutions. Since time immemorial, mankind has been presented with conflict. Conflict itself appears to be inevitable; it is a natural consequence of human interaction. In today's workplace, as a result of increased education and enlightenment, it has become more common to have women occupying the higher echelons of management positions: a place formerly reserved for men. Historical research's both past and current which is a form of qualitative research method was utilized with a focus on primary and secondary data obtained through the use of content analysis. The theoretical base for this study analyzes the concept of social role and role congruency theory as well as other frameworks such as conflict style approach by Thomas (1976) and Thomas and Kilmann (2002). This paper likewise seeks to critique the significant difference in how gender and personality differences affect how leaders resolve conflict in the workplace. The study concludes that gender should not be a major consideration in conflict resolution when the major goal is to accomplish fulfillment of organizational objectives.

Keywords: *Leadership, Leadership Styles, Gender, Personality, Conflict resolution styles.*

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Introduction

Many scholars have tried to explain the relationship that exists between gender roles and leadership styles. The understanding is that gender role significantly influences leadership style. Consequently, they have related masculinity with a task-oriented leadership style and femininity with relationship-situated leadership style. Hofstede (2001) suggests that the masculinity/femininity measurement influences the importance of work in individuals' lives.

While men still exercise control in leadership positions, there are research that argues that when women occupy leadership positions, they show different leadership styles in contrast to males. Scholarly research identifies the following types of leadership styles: autocratic or authoritarian, participatory or democratic, laissez-faire, directive, relational, transformational and task-oriented leadership style.

Conflict can be defined as resistance or disagreement which can be considered as a product of alleged differences of opinion or principles. Conflicts in a workplace environment can occur between two persons, inside a gathering or a working group (DeDreu & Van de Vliert, 1997). It is related with the objectives, goals, standards and values of the organization and is related to the organizational structures (Van de Vliert 1998). Nadler and Tushman (1999), argued that in order for workforce and consumers to have an advantage, it is imperative to develop some definite work behaviors and culture so that conflict can be managed internally without affecting the consumers and workforce of an organization.

Behavioral patterns such as leadership styles, conflict-handling styles, and different personality traits play a major role in efficiency of an organization. Leadership behavior and conflict management style possess a strong association with the results. Researchers have suggested that an individual's conflict style depends on behavioral orientation on approach and handling of conflicts, with individuals choosing a pattern of principles to follow or guide them during the process of conflicts. These patterns translate into actions and reactions that become known as their style Ruble & Thomas, 1976; Thomas, 1976; Thomas & Kilmann, 1978).

The human relation movement likewise believes that conflict should be removed from the workplace. However, in recent years, the idea that conflict should be avoidable and dysfunctional has been perceived to change. This has necessitated different conflict theories due to the believe that some amount of interpersonal conflict is necessary in an organization (Lewis, 1976; O'Connor, 1978; Schmidt and Tannenbaum, 1960). Therefore, conflict resolution within organizations is a big topic that requires significant attention in academic and working environments (Pérason et al., 2002 & Rahim, 2002).

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The purpose of the study is to examine gender and personality differences in leadership's conflict resolution styles and to determine their relationship. The term gender assumes that any differences that arise may likely results from culture or experience rather than biology.

Objectives of the study

To examine leadership styles based on gender for conflict management and resolution.

To examine leadership styles based on personality traits for conflict management and resolution.

Statement of Problem

According to Neubert and Palmer (2004), there is an increasing number of women moving into decision making positions in an organization, the issue arising posits that whether gender differences exist in the ability to manage effectively (Powell, 1988). Taylor and Harman (2004) argues that gender must be seen as more than individual sex, containing characteristics as languages which defines some sets of expectations of an individual's behaviors, attitudes and feelings. Therefore, high importance is placed on conflict management skills and in the ability to effectively provide leadership irrespective of gender differences. Conflict management skills are a vital part of effectiveness and perceptions of leadership and of how females handle conflict and crises that arise. This is often cited as building blocks to a female manager's climb and ascent to the executive suite (Shockley-Zalababak, 1981).

There are obviously more women in the workforce now, in addition to this, issues bothering on women and their work have been considered to be of less importance than men, and as such. There has been less extensive and in-depth research has been conducted on them (Wilson, 2003). Women's perspectives and ideas have often been absent, buried or marginalized and when women issues or concerns are studied, the research questions are too often framed through the eyes of men (Unger & Crawford, 1992).

Early research was often tainted with stereotypes and assumptions about women both in research design and interpretation of data. For example, physiological studies prior to 1980s suggest men and women tend to endorse conflict management strategies that complement gender role expectations (Wachter, 1999). Similarly, older research's suggested that differences in individual conflict resolution style was dependent on gender role expectations (Bern & Lenny, 1976). They went further to suggest that women are competitive based upon contextual variables (Bedell & Sistrunk, 1973; Rubin & Brown, 1975). Thus, attributing an individual's progress in an organization with the

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possession of masculine characters rather than feminine (Martell, & Simon, 1989; Powell & Butterfield, 1979).

It is possible that in order to progress in their careers, women have been forced to adopt a more masculine approach or naturally exhibiting such characters. Hence, researchers have questioned whether male and female managers or leaders differ at all in their preferred conflict resolution styles and this has necessitated the suggestion of congruence on leadership and conflict resolution styles. This study aims to shed light on the type of strategies and methodologies that managers (male and female inclusive) use in real conflict situations or on their effectiveness in dealing with such situations.

Literature Review

Overview of Leadership Styles

Eagly and Johannessen- Schmidt (2003) define leadership style as patterns of behavior that are displayed or exhibited by leaders. Earlier studies on leadership have suggested leadership maze or structures are classified under three main scientific paradigms i.e. Trait, Behavior, and Contingency. The constituent leadership styles of the three paradigms are often discussed and well- enunciated in the literature and include the following such as autocratic, participative, democratic, task-oriented, relations-oriented, transactional, laissez-faire, transformational and charismatic leadership.

An autocratic leadership style, one of the earliest and primitive styles, is described by an outright control over followers with practically zero worry in establishing an association or relationship with them. Autocratic leaders demand a level of total obedience and exacts adherence to rules (Bass & Bass, 2009) and found to impact negatively on stability and effectiveness of a group (Van Vugt et al, 2004). Therefore, followers have indicated less enthusiasm for this style as they feel devoid and without the required inspirational push from the pioneers (De Cremer, 2006).

Democratic Leadership style is frequently placed on a contradictory end in regard to autocratic leadership style. Leaders that are democratic engage in collective decision making, members are actively involved, honest, receive praise and criticism if required, and they show a level of comradeship (Gastil, 1994).Foels et al, (2000), through their study attested to democratic leadership resultant effect in getting satisfied group members rather than in autocratic style because followers lean towards leaders who consider contribution to basic leadership.

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The theoretical basis of **task-oriented leader** is Fiedler's contingency theory of leadership which focuses or attempts to understand environmental variables and therefore leadership effectiveness is based on the surrounding situations. Therefore, success is dependent and varies across organization and in time. Lamb (2013) best puts it by defining contingency theory as a state where effective leadership is dependent on the fit between a leader's quality and leadership style provided by a specific situation.

Thus, to Yukl (2012), a task-oriented leader primarily focuses on achieving optimum efficiency with the resources of the organization.

Transactional leadership is a style which Van Eeden et al., (2008) have defined as a social exchange process wherein the leader portrays to the followers what needs to be done to successfully honor the transaction to receive a reward or avoid punishment. Emphasis is laid working within the rules i.e. by the book approach, it is mostly seen in large bureaucratic organizations. Here, followers are compensated when specific goals and target are met (Trottier et al., 2008). They play an important role as links between managers and subordinates and thus subordinates are motivated using rewards, corrective actions and enforcement of rules. The focus here is on task completion and compliance of employees and with leaders focusing on punishments and rewards as influence in respect to performance of employee.

Bass (2009) explained **transformational leadership** as a style that also focuses on followers' motivation, understanding, maturity, and self-worth. Transformational leadership delineated originally in the 1980s and focuses on developing followers as well as their needs. Ismail (2009) attested to the fact that managers with transformational leadership style focus on development and growth of employee's value, inspirational level and their abilities. Jung and Avolio (2000) attested to the role transformational leadership has directly as well as indirectly effects on followers' performance mediated through value congruence of leader and follower.

Laissez-faire style reflects a failure on the part of the leader to take responsibility for managing (Eagly et al., 2003). Skogstad et al., (2007) have studied the dark side of laissez-faire, labeling it as a destructive behavior instead of a zero type of leadership style, and concluded that this style is associated with a stressful environment with high levels of role stress and interpersonal conflict. The above traditional approaches to leadership have been contrasted by Yukl (1999) with a **charismatic style of leadership** by labeling it as a style of authority by marking it

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as a style that spotlights on feelings and qualities instead of normal procedures. Bass & Bass (2009) defined two main attributes of charismatic leadership style: determination, self-confidence, and emotional expression were identified and likewise also, followers must identify with their leaders in all situations. Along with transformational leadership, the charismatic style has been attributed as the major contribution in transforming the leadership field (Hunt, 1999).

Lehnen, Ayman and Korabik (1995) explained the significance of conflict resolution style on leadership ability by examining the different management styles employed by female and male leaders. Results shows that transformational leadership was strongly associated with using an integrative conflict resolution styles and hence had followers with greater level of satisfaction. However, in Lehnen's et al study, this relationship was stronger for female versus male managers in the sample with self-described male transformational leaders using more of a compromising style to resolve conflict.

According to Eagly and Johannessen- Schmidt (2003), advocates of difference in leadership styles between women and men have included several writers with personal experiences, informal surveys and interviews of managers. These writers often claim that leadership styles of women and men are different with women less hierarchical, more cooperative and collaborative and tends to orientate towards enhancement of other's self-worth (Book, 2000 & Rossner, 1995). While in contrast, social scientist claims no difference exist or minimal differences have been observed but on careful examination of relevant research, more complex findings have been acknowledged by advocates of similarities and differences.

Leadership style in conflict resolution

The leadership style employed by a leader is significant in resolving conflict. An intellectual attribution move towards followers' view of a leader can basically decide about the leader's achievement or disillusionment (Kenney, 1994). According to Implicit leadership theory, this impression of the subordinates is affected by some abstract model existing in the subordinate's brain (Wenquan, 2000). However, the leadership style employed by a leader is induced by his personality which is reliant on the nature of environment of the organization.

Quinn and Rohrbaugh's Competing Values Framework (Quinn, 1988) provides a very good explanation and can be seen in Figure -1.

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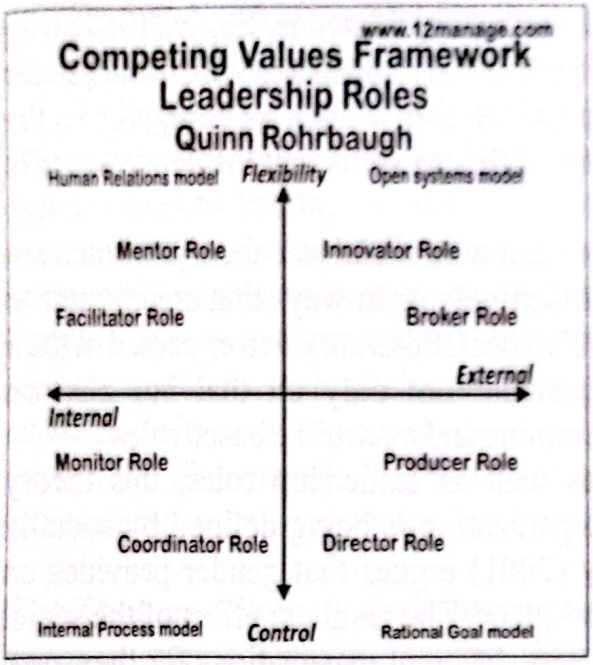


Figure 1: Quinn and Rohrbaugh's Competing Values Framework
Source: Quinn (1988)

The horizontal axis represents an internal and external focus system and the vertical axis represents a flexibility system. The competing values present in both axes lead to four models namely open systems model, human relations model, internal process model, rational goal model depict a comprehensive picture of organizational environmental factors. A leader, when positioned in any of the quadrants, would possess a distinct leadership personality that will shape his leadership behavior, which will finally affect his styles to resolving conflict.

Leaders that are situated in Human Relation model ought to develop a building up and supportive personality, whereas in an open system model, he must assume the role of a negotiator along with being somebody to deal with change constructively.

Similarly, the internal process model follows placing a leader that will show monitoring and coordinating behavior, whereas, in the Rational Goal setting model, a leader is expected to know how to work in a team, coordinate them and help in setting the much-needed goals. In essence, these various leadership personalities listed above shapes a leader's way of resolving conflicts.

Social Role Theory, Role Congruency and Thomas-Kilmann Instrument

The **social role concept** suggest that men and women behave differently in social situations and adopt different roles due to social expectations of how they should behave in various situations (Eagly & Karau, 2002; Bolino & Turnley, 2003). According to Claes (1999), attributes social role theory to a form of social determinism where individuals are trapped into stereotypes upon which people

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choose to maintain as customs. This was further elucidated by Eagly (1987) who maintains that people are expected to behave in ways consistent with these gender roles. For men are often regarded as provider and women as caregiver in the society and through these roles they learn different skills that influence specific social behavior.

Bolino and Turnley (2003) argues that with social role theory, women are more likely to be penalized for acting assertively or in ways that are counter to stereotypical expectations. These societal expectations are often expected in their organization's interaction and are dependent not only on that but also on internalization and self-description of feminine and masculine based roles.

In emphasizing gender roles as well as leadership roles, this theory assumes their specific position in an organization is being defined by socially assumed gender. Gutek and Ridgeway (2001) argues that gender provides an identity that women adhere to in the workplace. The resultant effect of the social role theory is that women and men possess different expectations for their own behavior in organization settings (Ely, 1995). The way managers and leaders identify and view themselves in terms of gender maybe incorporated into their roles, thus self-definitions influence their behavior (Eagly & Johannesen-Schmidt, 2003).

Role congruity concept is grounded in the treatment and content of gender roles and their importance in promoting sex differences in behavior (Eagly, Wood & Diekman, 2000). However, it also goes beyond that as it seeks to understand the similarities between gender roles and other roles such as leadership roles as well as factors influencing that perceptions of female leaders based on their gender role and the consequences that they face (Eagly & Karau, 2002).

The role congruity theory in conjunction with social role suggests that choices of female leaders are constrained in two ways: conform to their gender role and fail to meet up the expected leader's role or conform to their leader role and fail to meet up with socially prescribed gender role. According to Eagly & Johannesen-Schmidt (2001), a direct implication of this is seen in leadership and conflict style and the negative reactions women experience when they behave in a clearly agentic style especially when it entails, they show control and dominance over people.

Despite influences of gender role, it has been established that female managers were similarly as successful as male managers in general when they conform to leader's role as against showing gender stereotypical inferences about her by restraining herself to some extent (Dodge, Gilroy, & Fenzel, 1995). A female who fulfills a leader role may also elicit negative reactions even though she might receive positive evaluation of fulfilling her role. Evidence of this mixed reaction was reported in a research by Heilman et al. (1995), findings shows that

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participants found successful female managers as more hostile and less rational than successful male managers.

This and all show the disadvantage women face in organization contexts as regards leadership and conflict resolution. Quite a number of theoretical sources suggest that the five conflict management styles of integrating, obliging, dominating, avoiding and compromising (Rahim & Bonoma, 1979) are compatible with gender role orientation (Bern & Lenney, 1976). It therefore suggests that women are not only constrained by societal norms and pressures to choose a pattern of behavior in organizational settings but that they choose strategic behaviors so as to avoid negative repercussions and foster a positive image. It likewise shows that women garner more societal approval by maintaining a female stereotypical image.

The **Thomas-Kilmann mode instrument** was developed to assess individual's behavior during conflict situation. Earlier researchers tried over the years to identify different arrays of conflict resolution styles that could be used in resolving conflicts. Blake and Mouton (1964) were credited with the introduction of five conflict resolution styles namely; smoothing, compromising, forcing, withdrawal and problem solving. This was later interpreted by Thomas and Kilmann (1974) by describing a person's behavior on two dimensions; Assertiveness and cooperativeness. Assertiveness tries to understand the degree of priority of self-concern while cooperativeness shows the extent to which others concern takes priority. These two dimensions are the basis of the five model of dealing with conflict; Competing, Collaborating, Compromise, Avoiding and Accommodating.

In light of the above, the instrument focused on testing and helping to identify the degree of some, or all Thomas-Kilmann conflict strategies used by students and to prove if differences exist based on gender, age and nationality in the use of these strategies.

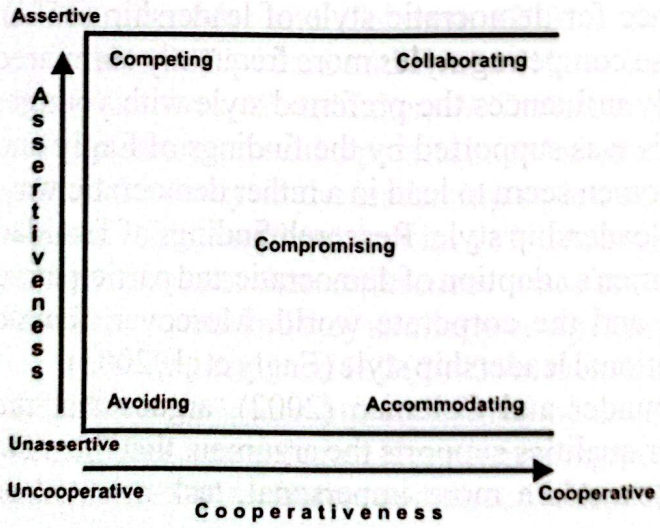


Figure 2. Thomas-Kilmann conflict resolution mode
Source: Thomas and Kilmann (1975) cited by Brahnam et al. (2005).

DISCUSSION

In research, gender has been differentiated from sex, as the former is viewed as a collection of characteristics that is labeled male or female and created culturally and the latter observed as encompassing attributes that are aftereffects of biological characteristics (Brandser, 1996). Over the years, the relationship that exists between gender role and leadership style has been a source of research's and hence driving the need for discovery of connection. They assumed that the gender role is an equally significant personality trait that impacts leadership style.
Recent review of existing literatures by Eagly and Carli (2003) agreed that amongst managers, women tended towards a more democratic style of leadership styles when compared to men. Likewise, in a meta-analysis of 45 studies examining gender differences among transformational leader behaviors; they found out that female leaders utilized a more transformational style compared to male leaders.

Similarly, in a study conducted by Kathure (2014) using the Rahim Organizational Inventory (ROC II) instrument to examine the relationship between conflict management styles and leadership style. They found out that out of 33 male respondents, 65% used competing style of conflict management compared to 34% out of 35 female respondents. 20% of the male respondents used compromising style, 11% used collaborating, 9% used accommodating and only 5% used Avoidance style. Collaborating style emerged the most used by female respondents (40%), compromising was rated at 20%, competing style at 18%, avoidance at 12% and accommodating at 10%.

While relating the study to leadership style, 78% of male respondents were inclined to autocratic leadership as against 32% of female respondents who used autocratic leadership. The most preferred style by female respondents were collaborative (69%) with preference for democratic style of leadership (65%). This result shows that that males use competing styles more frequently compared to female and that age significantly influences the preferred style with younger males using competitive style. This was supported by the findings of Eagly and Johnson (1990), who posits that women seem to lead in a rather democratic way, while men show a more autocratic leadership style. Research findings of Trinidad and Normore (2005) attested to women's adoption of democratic and participative styles of leadership in education and the corporate world. Moreover, female leaders seem to prefer a transformational leadership style (Eagly et al., 2003).

Other researchers like Pounder and Coleman (2002), argues that the thought of male and female gender qualities supports the argument that the male gender personalities are geared towards a more impersonal, task-oriented or

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transactional approach to leadership, while the female gender qualities are geared towards a more nurturing, relationships-oriented style of leadership that underlines the approach of transformational leadership. The characteristic features of transformational leadership relate to female qualities that have been developed during the process of socialization such as building relationships, communication, power as an influence, and working together to achieve a common goal.

In a study conducted by Saeed et al. (2014) to examine the relationship between leadership styles and conflict management styles among 150 managers. The results showed that transformational leadership style have positive relationship with constructive styles of management and negative relation with destructive styles and this agreed with previous studies conducted on conflict management styles (Hendel, 2005). The second hypothesis of the research also substantiated that transactional leadership style exhibit a positive relation with compromising style of conflict management.

This is also supported by Shane et al. (1995) stating that femininity was found to be positively correlated with transformational leadership. Several studies with focus on transformational leadership observed that women are perceived, and perceive themselves, as using style of transformational leadership more than men (Bass et al., 1996; Druskat, 1994; Rosener, 1990 cited in Kark, 2004). In the study conducted by Blackburn et al. (2006), researchers examined perceptions of principals and teachers relative to gender, conflict-management style, and school culture Male principal participants found exhibiting dominating conflict-management style received lower school culture scores in the area of teacher collaboration. Female principals, who were seen to have more integrated conflict-management styles, earned higher school culture scores in the area of teacher collaboration and professional development.

In contrast, different researchers have also argued that there are no critical gender differences between males and females in their leadership behaviors. Further Pounder and Coleman (2002), cited numerous studies by different researchers (Davidson and Bruke, 1994; Brenner, 1982; Carless, 1998;Evetts, 1994; Komives, 1991; Maher, 1997; Thomson, 2000; Valkanas and Carton, 1993) to have summarized the possibilities 'of next to zero distinction' and 'no proof of any dissimilarity' in the leadership styles, effectiveness and abilities of men and women. Shimanoff and Jenkins (1991) demonstrated in their research that more similarities exist than differences when accounting for leadership behaviors of men and women and they similarly compelling.

Oshagbemi and Gill (2003) in their examination of gender similarities and differences in leadership styles and behavior of UK managers found out that female managers delegate less when compared male counterparts. However, their participative consultative and directive leadership styles were similar. Thus, the

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reality that exist shows there are more similarities and less differences in the leadership styles and behavior of their managers, unlike the findings in other research studies where significant differences exist between males and females in their styles of leadership and managers behavior.

However, the authors suggested that although women are generally like men in behavior and effectiveness, women leaders are less autocratic and tend to be more participative. Further, the gender reform approach, ably represented by liberal feminism, argues that gender differences are not founded on biological basis and, that men and women are comparative as far as humanity is concerned (Lorber, 2001). Therefore, biological differences ought to be disregarded to accomplish gender equality in work opportunities.

Some researchers do not agree with the fact that gender significantly impacts the choice of conflict resolution strategy at all (Conrad, 1991; Korabic, Baril and Watson, 1993). These authors found that women managers only differ from male managers in managerial effectiveness and not in conflict resolution strategy.

Leah (2005) reported that the impact of gender is considerably less to experience of the managers in conflict managerial strategy and managerial effectiveness in workplaces. Furthermore, considering the conflict management style, Akintayo (2009) reported that female managers will in general utilize interpersonal, compromising, collaborative, co-operative, evasive, pro-social and communicative methods. While evidence suggests that male managers will in general utilize forceful, focused, defying, decisive and coercive techniques more frequently and quicker than female managers (Conrad, 2001; Akintayo, 2011; Ajaja, 2004; and Adeyemo, 2005).

Omole (2004), Sorenson and Hawkins (1995) reported that males utilized a competitive conflict resolution strategy more than females while females utilized compromising conflict resolution strategy more often in conflict than males. Conrad (1991) submits that pro-social communication is often adopted more readily and more often by female supervisors as they possess more integrative, compromising and low avoidance styles. Meanwhile, Duane (1999) disagreed with Conrad submission in that female managers were observed to be less inclined to evade conflict situations while male manager was bound to oblige demands or accommodate requests than female managers.

This submission was based on small study sample of management officials with males (35) and females (7). Likewise, this study was devoid of managerial experience and context differences. Also, the researchers reported preference of power and authority by male managers as against the use of communication before resorting to using power (coercion) amongst female managers. Female managers were found to use coercion less than male supervisors when other styles don't yield wanted outcomes (Mulac, Siebold, and

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Farris, 2000, Lamude and Torres, 2000). This infers that female managers will in general eventually use coercion if situation demands.

The authors detailed further how subordinates see coercive – based method as negative while the fulfilling, referent and expert-based methods were viewed as positive by the subordinates. Meanwhile, the researchers admitted to non-random sampling, thus limiting the level of generalization of their findings. Reflecting on the effectiveness of conflict management, Jurma and Powell (1994) and Leah (2005) submit that both male and female experienced managers were found to be effective in conflict resolution than the less experienced male and female managers. Also, the authors argue that experienced male and female managers were found to be equally effective in managing conflict though their attitude may quite different.

Personality, Leadership Style, and Conflict

The expansion of personality traits recognized more than five decades had brought about endeavors to characterize personality traits. The one such encouraging exertion was additionally alluded to the making of Big-Five model which became prominent the 1980s and has a rich history of scholarly validity as it was generally utilized in the season of broad research on personality in an organizational setting. (Houghton et al, 2004). Additionally, and lately, the specialists and driving researchers have indicated expanding enthusiasm for utilizing this system to encourage elucidation of results in enormous and confounding writing of leadership traits. Many, if not all, researchers accept that the area of character is a composite of five Meta-developments that contain every single applicable or relevant trait (Crant and Bateman, 2000).

The personality measurements set forth by the Big Five model are extraversion, agreeableness, conscientiousness, emotional stability and openness to experience. Extraversion is portrayed by attributes like amiability, decisiveness, gregariousness, and animation. Extravert individuals are garrulous, expressive and intelligent and are increasingly occupied with rousing and individual intrigue. On the other hand, people who are low on this are introverts, who stay isolates from individuals and abstain from taking responsibilities (Cable and Judge, 2003). The trait of agreeableness includes individuals who are warm-natured, reliable, helpful, agreeable, humane, and strong. It is where the leader's reliability is the most significant factor among the subordinates (Sorenson et al., 1995).

Conscientiousness encompasses constancy, obligation, accomplishment, direction and consultation. It involves following built up standards and incorporates individuals who are industrious and sorted out (Judge et al., 2000; De Hoogh et al., 2005). Emotional Stability is the measurement inverse to neuroticism and individuals high on this attribute are quiet, self-assured, and

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secure while neurotic individuals are on edge, discouraged, frightful, and need self-assurance and confidence due to lack of it. The leaders who threads towards changing the norm require high emotional stability (Judge and Bono, 2000). Openness to experience which happens to be the last dimension incorporates individuals who are innovative, keen, inquisitive, insightful and inventive. Individuals on this dimension are non-traditionalists, whimsical, acknowledge difficulties and have no problems with taking risks.

In a study conducted by Ayub et al. (2017), 180 participants were involved wherein personality traits were measured against conflict management style, agreeableness was the only trait that significantly affected all three types of conflict, and the negative coefficient indicated that high agreeableness helped reduce conflict perception. Extraversion was positively associated with relationship conflict as against emotional stability which was negatively associated with relationship conflict even though the coefficient was marginally significant. When ran through regression tests for possible effects on conflict management style, extraversion was the most significant trait giving a positive association with integrating, obliging, avoiding and compromising style. Emotional stability also related negatively to dominating style and performance. Both extravert and agreeable traits were related to conflict perceptions, as they are the two traits concerned with interpersonal interactions.

Leadership style is a significant tool in resolving conflict. Leadership style is shaped by the personality of the leader. "Leaders are not just identified by their leadership styles, but also by their personalities, their awareness of themselves and others, and their appreciation of diversity, flexibility, and paradox" (Handbury, 2001). A significant part of this findings expatiates on the divide of scientific evidence that argues that men and women are essentially different while many others do not. Many researchers argue that, in fact, women and men are different when it comes to leadership styles utilized in resolving conflict. But more significantly are the numerous studies that gives credence and shows a clear pattern of leadership style that women and men display during the course of resolving conflicts.

The paradox in these findings is that men and women have often been perceived as possessing different strengths and weaknesses, but whether these differences result in either perceived or actual variations in leadership style or communicative behavior remains a point of contention (Wilson, 2003). Wilson further argues that that if we implicitly believe that women and men exhibit differences in leadership style, then this may be due to the stereotypical images we have about men and women. Here then lies the essence of the social rule and role congruency theory. In today's world where women are experiencing greater freedom in terms of leadership opportunities. The bulk of work lies on removing the stereotypical perceptions that attributes a particular role based on gender or likability.

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The Big Five Model of Personality is utilized by researchers in evaluating a leader's personality. The personality of a leader is however not indifferent as far as the external and internal environments of the organizations are concerned. A leader who institutes various distinct roles in the organization's external and internal environments of human relation, internal control, and goal setting brings with him a diverse set of personality qualities in those diverse circumstances, and in turn shapes his styles of resolving conflict.

Conflict usually emerges when there are contrary needs, ideas, and interests between two or more people (McKenna, 2000).

However, the literature suggests that conflict many times is a resultant outcome of the fit between the person-environment and person-situation. Generally, it isn't individuals who are responsible for the conflict, situations and circumstances likewise play a role. Hence the role of situational leadership in resolving conflict. In general, men and women have preferences both for competing and collaborating strategies. Our findings explain what personal traits are responsible for preferences of styles and how gender differences in five basic personality traits could explain different strategies in conflict management.

CONCLUSION

The study of gender differences in leadership styles is a field that is still full of ambiguity and paradox. Despite the number of studies devoted to the topic, there are still unanswered inquiries and questions. Researchers will doubtless continue, and perhaps, with time, arrive at some definitive answers to the question of whether there are indeed any differences in the leadership styles of males and females that are innate in nature. Currently, studies suggest that there are some little contrast and small differences and to some extent they are not innate but the result of differing socialization.

We are in a time of transition regarding our thinking about gender differences in leadership styles. The social factors supporting contrasts in leader behavior are in a time of motion. It is likely that as more women assume leadership roles and as gender role stereotypes fade away, the very thoughts of gender differences in leadership style will likewise vanish. There is the need to realize that while leaders have different styles, one shouldn't naturally connect one style to women and another with men. Males and females alike should be challenged to develop the type of leadership skills needed to lead the organizations of tomorrow.

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RECOMMENDATIONS

Burns (1978) writes that when women are accepted as leaders "men will change their own leadership styles". To this end, we wish to make the following recommendations towards achieving a more effective workplace for today's society:

- Suitably qualified women should be accepted as leaders, this will result in some men changing their leadership styles because that option will then be available to them. The support of rigid gender role orientation has harmed females as well as men. There is the need to understand that individuals with their broadly disparate abilities, capacities and interest, ought to be taken from the outset as individuals rather than as simply members of one gender or the other. Many of the problems that have confronted women have also confronted men; these are human problems, not women's problems. When institutions can involve both men and women equally based on individual merit, they will be better places for everyone.

- As cultural forces continue to influence attitudes, opinions, and decisions, there is need for many males to realise that their options have been limited by societal norms about what is the proper male behavior. The reshaping of tomorrow's organizations will assist men as well as women since the traditional hierarchy has hampered the development of the full potential of both. Men will have a crucial role to play in this restructuring of the workplace environment. Qualities such as decisiveness, assertiveness, and risk-taking that has been viewed as manly will be significant in creating the workplace of the future (Eisler, 1991).

- Men and women alike have a lot to teach each other about leadership and, as they learn together, they can bring a reinforced and strengthened leadership capacities and abilities to their organizations (Nelton, 1991). Granting women greater role in leadership will create a win-win situation for both men and women, and an acknowledgement that the two genders have significant tasks and roles to play.

- The challenge to organizations of the future is to acknowledge the various leadership styles that exist. There is no one "best" style of leadership. It all depends on the organization and the task to be done. If organizations continue to become flatter and less hierarchical, some of the leadership traits traditionally associated with women leaders will be most appropriate in those organizations. Men and women should feel free to

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adopt leadership strategies that will help them succeed. The recognition of a variety of leadership styles will allow potential leaders to lead in manners that will draw upon their qualities. The rebuilt work environment will provide a setting for a variety of leadership styles to flourish, and, subsequently, it will pick up in quality, flexibility and adaptability.

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