

Beyond Personality: How Conflict Management and Decision Styles Link Traits to Workplace Outcomes in Jordan

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Abstract

Understanding why some employees perform better, feel more satisfied, and contribute more readily to innovation remains a central challenge in business psychology, particularly in underexamined cultural contexts. This study investigates how personality traits, conflict management styles, and decision-making styles shape employee performance, job satisfaction, and climate for innovation in Jordan. Drawing on trait theory and organisational behaviour perspectives, the study proposes an integrative model linking the Big Five personality traits, conflict handling styles, and decision-making styles to key individual outcomes. A cross-sectional, multi-sample design is employed using two independent Jordanian samples to strengthen contextual relevance and enhance the robustness of the findings. The first sample comprises employees from a shipping and logistics company, while the second includes a broader general population sample. Data is collected using established measures: the Big Five Inventory (BFI-44), the Dutch Test for Conflict Handling, the General Decision-Making Style inventory (GDMS), and the Team Climate Inventory (TCI). Employee performance and job satisfaction are also assessed using validated self-report indicators.

The study will first examine the psychometric properties of the measures in the Jordanian context through confirmatory factor analysis (CFA). Structural equation modelling (SEM) will then be used to test the direct and indirect relationships among personality, conflict management, decision-making styles, and the three outcome variables. By integrating personality, conflict management strategies, and decision-making styles within a single explanatory framework, this study aims to extend business and organisational psychology research in a non-Western context. The findings are expected to offer theoretical and practical implications for employee selection, conflict

management interventions, and innovation-oriented organisational development in Jordanian organisations.

Keywords: Personality traits, Conflict Management Styles, Decision-Making Styles, Jordan