Master thesis

A Nightmare of a Colleague
An Explorative Study on the Relation between the Three Nightmare Traits, Personality and Conflict Coping Styles in a Working Environment

N.P. Brummelhuis
University of Twente, May 2020

Supervision: dr. A.M. van Dijk, dr. A.H. Gijlers & prof. dr. R.E. de Vries
Faculty of Behavioural, Management and Social Sciences (PSY)

Table of Contents

Abstract

Background. Almost every employee has to deal at some point with colleagues exposing the Three Nightmare Traits (i.e. low conscientiousness, low honesty-humility, and low agreeableness). Such nightmare colleagues easily provoke conflict situations, damage the company and hinder a vital working environment. However, research lacks on how to deal with TNT colleagues and research is inconclusive on how a person's personality influences their conflict coping style. Therefore, this research aimed to gain insight into how people are coping with co-workers expressing one or a combination of the nightmare traits. Additionally, the aim was to examine how personality traits influence the coping style one adopts when having a conflict with a TNT co-worker.

Method. In total, 193 Dutch participants filled in an online survey. The survey started with the HEXACO-PI-R personality questionnaire. Next, participants were randomly assigned to one of the eight fictional scenarios, in which they were confronted with a co-worker expressing one or a combination of nightmare traits. Afterwards, they completed the ROCI-II conflict coping style questionnaire.

Results. Analysis found four personality traits (i.e. honesty-humility, extraversion, agreeableness, and openness to experience) to be significantly related to specific conflict coping styles. The personality traits were not significantly related to the integrating conflict coping style. Moreover, being faced with a co-worker expressing either one or a combination of the TNT did not result in significant differences in the adopted conflict coping styles.

Conclusion. The results indicate that adopting a conflict coping style is independent from exposure to someone expressing one, or a combination of the TNT. Instead, this study provides the insight that when having a conflict with a TNT co-worker, personality is an important determinant when adopting a coping style. This study offers some first suggestions how to support employees in coping with nightmare co-workers. Concludingly, this study gives suggestions where future research on the relation between the TNT, personality, and conflict coping should focus on.

Keywords. Three Nightmare Traits, Conflict Coping Styles, Personality, HEXACO, Interpersonal Conflict

Word Abbreviations

TNT	Three Nightmare Traits i.e. low conscientiousness, low honesty-humility, low agreeableness
HEXACO	Honesty-humility, emotionality, extraversion, agreeableness, conscientiousness, openness to experience
NEO-PI-R	Neuroticism, Extraversion, Openness – Personality Inventory – Revised
ROCI-II	Rahim Organization Conflict Inventory - II
CWB	Counterproductive Work Behaviour
LCLHLA	Low conscientiousness, low honesty-humility, low agreeableness
LCLHHA	Low conscientiousness, low honest-humility, high agreeableness
LCHHHA	Low conscientiousness, high honesty-humility, high agreeableness
LCHHLA	Low conscientiousness, high honesty-humility, low agreeableness
HCHHHA	High conscientiousness, high honesty-humility, high agreeableness
HCHHLA	High conscientiousness, high honesty-humility, low agreeableness
HCLHLA	High conscientiousness, low honesty-humility, low agreeableness
HCLHHA	High conscientiousness, low honesty-humility, high agreeableness

Introduction

A thriving working environment, in which employees can learn and feel vital, is crucial in order for employees and organizations to optimize their performances (Spreitzer, Porath & Gibson, 2012). Employees, who have a high job satisfaction and a high psychological well-being (i.e. few negative emotions and many positive emotions), are associated with productivity and high performances (Wright, Cropanzano & Bonett, 2007). However, research has shown that employees who express one or a combination of the so-called Three Nightmare Traits (TNT) hinder such a flourishing working environment.

According to De Vries (2018) the TNT include low conscientiousness (i.e. lazy and unorganized behaviour), low honesty-humility (i.e. greedy and manipulative behaviour), and low agreeableness (i.e. stubborn and aggressive behaviour). These traits are associated with low job satisfaction (Kim & Brymer, 2011) and conflicts (De Vries, 2016), Moreover, these traits turn out to be a predictor of high levels of counterproductivity (Marcus, Lee & Ashton, 2007). Therefore, nightmare colleagues can have dreadful consequences such as high organizational costs and high turnover (De Vries, 2018). More specifically, dishonest people are, with their exploitative character, stated to be associated with sexual intimidation (Lee, Gizzarone & Ashton, 2003). Furthermore, disagreeable people are inclined to behave aggressively (De Vries, 2016). In fact, large scale cross-sectional research indicates that in the Netherlands alone, 1.1 million employees per year are confronted with co-workers or supervisors expressing aggression such as intimidation, physical violence and bullying (Toegepast Natuurwetenschappelijk Onderzoek, 2016). Employees who express the TNT are therefore a real 'nightmare' for colleagues and company.

Co-workers expressing the TNT are more likely to provoke conflict situations than non-nightmare co-workers (De Vries, 2016). Conflict situations hinder colleagues from reaching their goals and damage the relationship between colleagues, causing physical and mental stress (Priyadarshini, 2017). One out of every five Dutch employees appears to have a conflict with their direct colleague, which makes conflicts in the working environment a frequent problem (Toegepast Natuurwetenschappelijk Onderzoek & Centraal Bureau voor Statistiek, 2019). When not successfully managed, conflicts at work ultimately lead to lower team performance, a lower group cohesion (Sikes, Gulbro & Shonesy, 2010), a decreased efficiency, and have a negative impact on the success of the entire organization (Priyadarshini, 2017).

Personality traits, are among other factors, determining how we manage conflict situations (e.g. Ejaz, Iqbal & Ara, 2012). Research has shown that students who are aware of

the relation between personality and conflict coping style, tend to adapt their behaviour with the goal to resolve a conflict (Forrester & Tashchian, 2013), which will have positive consequences such as higher productivity (Cloke & Goldsmith, 2000). Moreover, being aware of the relation makes people interpret the behaviour of the other in a conflict situation more positively (Forrester & Tashchian, 2013). However, results of studies investigating the relation between personality and conflict coping styles are inconsistent. More clarity about which personality traits relate to a specific conflict coping style (i.e. integrating, dominating, avoiding, obliging, and compromising) is therefore needed. Moreover, current literature focused on the role of a third neutral party in a conflict situation, instead of focussing on the role of the people who are part of the conflict (Forrester & Tashchian, 2013).

Taken all of the above into account, it can be concluded there is a theoretical and practical need for information how people (can efficiently) cope with nightmare colleagues, so social and economic damage can be prevented in the future. A first step to fill this void in literature is to determine how employees are currently coping with nightmare colleagues and whether this depends on the combination of nightmare traits one is exposed to. Basic knowledge that is currently lacking (De Vries, 2016) but necessary to advise employees in the future on how to deal with their co-workers. Therefore, the primary goal of this research is to gain insight whether one, or a combination of the Three Nightmare Traits exposed by co-workers influences the conflict coping style adopted by employees. A second aim of this research is to investigate which effect, when exposed to a TNT co-worker, personality has on the adopted conflict coping style of employees.

Theoretical Background

Personality

When a person is involved in a conflict situation, s/he needs to explore the situation and express effective behaviour in order to resolve the conflict (Ejaz et al., 2012). The behaviour shown in a conflict, that is the conflict coping style, is stated to be dependent of a person's personality (e.g. Forrester & Tashchian, 2013). Not surprisingly, scientific literature identifies personality as unique, lasting and concerning one's behaviour, feelings, and thinking (e.g. Ciccarelli & White, 2018; Furnham & Heaven, 1999). This ensures personality initiates covert processes such as thoughts, and overt processes, such as behaviour (Morrison & Bennett, 2016), making personality a powerful predictor of behaviour (Fleeson & Gallagher, 2009). People scoring low on the personality trait agreeableness, for example, are less likely to collaborate or to compromise (De Vries, Ashton & Lee, 2009). Contrary, disagreeableness is characterized by stubborn behaviour and the expression of anger when feeling offended, which is of influence when trying to resolve a conflict (De Vries et al., 2009).

The HEXACO personality traits

Almost twenty years ago Costa and McCrae (1992) determined five independent personality traits, which became widely accepted and known as the Big Five (i.e. neuroticism, extraversion, agreeableness, conscientiousness, and openness). More recent research of Ashton and colleagues (2004) demonstrated that the Big Five does not capture personality variance fully. Exemplar is the absence of the trait honesty-humility, which is important since it is shown to accurately predict social criteria such as ethical behaviour (De Vries et al., 2009). Therefore, the six-dimensional HEXACO model of personality, which includes the trait honesty-honesty humility, is stated to cover one's personality best (Ashton et al., 2004).

The HEXACO model is an acronym for the following six independent traits (De Vries et al., 2009): (1) *Honesty-humility* entails the degree to which people are sincere, just and humble, and avoid stinginess. The lower the score on this trait, the more individuals are tempted to break the rules, expose manipulative behaviour for personal gain, put themselves first, and value material belongings. (2) *Emotionality* involves the extent to which people are fearful, worried, dependent, and (hyper)sensitive. Individuals with low scores on this trait tend to be independent, need less emotional support in personal relationships, and feel less anxious or worried in stressful situations. (3) *Extraversion* refers to the extent to which people are cheerful, have self-appreciation, and feel at ease in social situations. Individuals with low

scores on this trait tend to be reserved and less enthusiastic during social gatherings or interactions, feel less positive about themselves, and feel less comfortable when being in the centre of attention. (4) *Agreeableness* relates to the degree a person is gentle, forgiving, patient, and willing to adapt his or her opinion. Individuals with low scores on this trait are less likely to forgive others when they are treated unfairly in comparison to people scoring high on this trait. Instead, they are more likely to hold a grudge. Moreover, they criticize others more, tend to stick to their own ideas, and are less likely to collaborate and compromise. (5) *Conscientiousness* refers to the extent to which people are organized, precise, diligent, and considerate. The lower the score on this trait, the more disorganized and less disciplined, perfectionistic, and accurate people tend to be. They are more impulsive when it comes to decision making and work less goal-orientated. (6) *Openness to experience* includes features as creativeness, eagerness to know and learn, and broad-mindedness to that what is uncommon. Individuals with low scores on this trait have less appreciation for art and nature, are less interested in unconventional ideas and eccentric people, and are less likely to use their imagination, compared to people scoring high on this trait.

Although personality traits in a person are rather stable, the behaviour a person shows is to a certain extent flexible (Fleeson, 2001). This means one can change his or her behaviour in line with a certain personality trait. Exemplar is the research of Robert and Jackson (2008) who show training sessions can be supportive in changing a person's behaviour. Conditional is that the training sessions are structured, give participants the opportunity to set clear goals, and let them make concrete plans in which direction they want to change their personality and concurrent behaviour.

Three Nightmare Traits

When a person possesses a certain combination of the personality traits explained in the previous section, this can lead to so-called 'nightmare behaviour'. This nightmare behaviour tends to arise when people score low on the traits honesty-humility (i.e. are dishonest), agreeableness (i.e. are disagreeable), and conscientiousness (i.e. are careless). The combination of these three traits were recently introduced by De Vries (2016) as the Three Nightmare Traits and highlight the dark side of personality. Individuals who possess these traits "are more likely to display delinquent, ineffective and conflicting behaviour" (p.321). Moreover, these traits are negatively associated with job performance (Schmidt & Hunter, 1998). Expressing them can lead to serious material and immaterial damage, having adverse effects on the organization and its members (De Vries, 2016).

People with low scores on the trait honesty-humility tend to be insincere, unfair, greedy, and immodest (De Vries, 2018). Their exploitative nature could be an explanation for the negative relation found between honesty and sexual harassment (Lee et al., 2003). Moreover, research found dishonesty to predict delinquent behaviour such as theft, sabotage or fraud at the workplace (Lee, Ashton & De Vries, 2005). According to Van Gelder and De Vries (2012) this is to be expected since dishonest people experience few negative emotions and are less likely to consider the consequences for others when performing illegal acts. Given these findings, it is credible that dishonest employees damage their working environment.

People with low scores on the trait agreeableness tend to be unforgiving, overly critical, inflexible, and impatient (De Vries, 2018). Moreover, they tend to behave intolerant, negative, stubborn, and are vengeful (De Vries, 2016). Employees scoring low on agreeableness, as described in the Big Five, are more involved in interpersonal conflicts (Graziano & Eisenberg, 1997). Organizational conflicts are stated to be time consuming, taking up to 20 percent of employees' time (Song, Dyer & Thieme, 2006), which will logically lead to less productivity and higher costs. Besides, conflicts at work are positively associated with flight behaviour and helplessness, which is in turn related to organizational stress (e.g. Dijkstra, Van Dierendonck & Evers, 2005).

The third nightmare trait, low conscientiousness, is characterized by being sloppy, lazy, negligent, and impulsive (De Vries, 2018). People possessing this nightmare trait tend to postpone their tasks (De Vries, 2016), engage more in Counterproductive Work Behaviour (CWB) and less in voluntary and helpful behaviour (Bowling, 2010). This means destructive behaviour takes place (e.g. arriving late at work or being absent without permission) whereas helpful behaviour is lacking (e.g. helping out colleagues who have a high workload). When social behaviour such as assisting, advising or informing your colleagues is missing, this has negative effects on employees' job satisfaction (Ducharme & Martin, 2000).

It may seem that employees who express the TNT traits can only provoke negative outcomes. However, in more exceptional situations (e.g. working in a corrupt environment) being dishonest, disagreeable, and careless can be somewhat positive (De Vries, 2018). Exemplary are conflict situations in which people who score high on agreeableness tend to experience high stress levels (Suls, Martin & David, 1998). It can therefore be reasoned that disagreeable people, who do not shun conflicts, will experience less stress in these situations. Another example is given by Dahm and colleagues (2017) who found, when males are confronted with a stressful social task, conscientiousness and stress levels to be positively

related. This indicates that a more conscientious person tends to experience more stress compared to a less conscientious person when confronted with an uncontrollable stressor. Moreover, it was suggested that stress levels are influenced by attributing failure to one's own lack of ability (Boyce, Wood & Brown, 2010). One might argue that careless individuals do not blame themselves for failures and therefore tend to experience less stress. Concluding, it can be stated that expressing the TNT is mainly beneficial for one's own sake, but destructing for one's environment. This underlines the urge to gain insight in how to cope with nightmare colleagues.

Conflict

The TNT, as elaborated on above, are likely to be accompanied with conflict situations (De Vries, 2016). When a colleague is not very conscientious for instance (e.g. delivers sloppy work), this probably leads to frustration among fellow colleagues, which could result in a conflict situation. Moreover, it is suggested that disagreeable colleagues can more easily attract or activate a conflict because of their intolerant attitude. Rahim (1986) defined the concept conflict thoroughly as an "interactive process manifested in disagreements, differences, or incompatibility within or between social entities (i.e. individual, group and organization, etc.)" (p. 21). According to Rahim and Bonoma (1979) conflicts occur when values or preferences of behaviour between individuals are not congruent or resources are limited. This study concentrates on interpersonal conflict (i.e. between persons) by investigating the response of individual colleagues when having a disagreement with a TNT co-worker. More specifically, this study involves a conflict at an intragroup level, meaning the conflict arises between two or more persons of a group who are interdependent of each other and should work towards a common goal (Rahim, 1986).

Conflicts at work can have many negative consequences for employees. It costs a person a lot of energy, expertise, and resources to resolve intragroup conflicts and reach group goals (Rahim & Bonoma, 1979). This may lead to impeded collaboration and a decreased quality of employees' work (Cloke & Goldsmith, 2000). To limit these harmful effects on the organization and its members, it is of vital importance for colleagues to be competent in handling conflicts. A positive or negative resolution of the conflict depends on the communication during the conflict (Scott, 2008; Johnson & Johnson, 1996). Flexibility to adjust one's communication to the situation and person is needed. Whereas according to Priyadarshini (2017) people in general are not flexible to adjust their coping style unaided, other research showed the degree of adjustment to be influenced by a persons' personality

(Antonioni, 1998). For example, people with low scores on the trait agreeableness and high scores on the trait extraversion seem to be less likely to accommodate their communication style (Antonioni, 1998). These inconsistent findings plead for research on the relation between personality and conflict coping styles.

Conflict Coping Styles

When the needs between colleagues are incompatible, this can lead to conflict situations which one has to cope with (Song et al., 2006). Coping can be defined as "behaviour that protects people from being psychologically harmed by problematic social experience" (Pearlin & Schooler, 1978, p. 2). Depending on the degree to which one is concerned about oneself and the other, a specific conflict coping style is adopted. The dimension concern of self refers to the degree to which individuals want to pursue their own concerns, whereas the dimension concern of others refers to the degree to which individuals want to satisfy the concerns of others (Rahim & Bonoma, 1979). Combining these two dimensions leads to the typology of Rahim's model of conflict resolution, that has been used in numerous studies investigating the relation between personality and conflict management (e.g. Priyadarshini, 2017; Antonioni, 1998). Rahim's model of conflict resolution (1986) discriminates five conflict coping styles:

Individuals adopting an (1) *integrating* style tend to have a high concern for themselves and others. They exchange information and explore differences to reach a solution that all parties are content with. Individuals who manage conflict in an (2) *obliging* way have a low concern for themselves and want to satisfy the concerns of the other by being selfless, generous, and obedient. Their aim is to diminish the differences between parties and focus on commonalities. Although they have their own opinion about the subject, they mainly focus on meeting the needs of the other. A possible expression of someone adopting an obliging style could be "We can it do the way you think is correct". A (3) *dominating* style arises from a high concern for oneself, while having little concern for others. Forcing or competing behaviour is associated with this style. Individuals with this coping style focus on their own perspective and ignore the needs of others. An (4) *avoidant* style is associated with individuals having a low concern for themselves and others. This style is characterized by withdrawing and buck-passing behaviour, and sometimes even ignoring a conflict which leads to discontent. Individuals who cope with conflict through a (5) *compromising* style tend to have an intermediate concern for themselves and others. A person seeks middle-ground whereby both parties give up something to reach a decision both are satisfied with. The

situation is not as thoroughly explored as with the integrating style and compared to the obliging style both parties give up less of their own needs.

The situation in which conflicts occur is stated to be relevant when determining the most effective conflict coping style (e.g. Rahim & Bonoma, 1979; Gross & Guerrero, 2000). Whereas a dominating style is normally associated with high levels of destructive conflict (Song et al., 2006), it can be helpful in a conflict situation where fast decision making is needed (Rahim, 1983a). Therefore, conflicts can have, besides destructive outcomes, constructive outcomes as well (Song et al., 2006). Conflicts can lead to new ideas (Baron, 1991), are necessary to stimulate development, and enable people to adapt their environment (Johnson & Johnson, 1996). The aim is therefore not to eliminate conflicts, but to manage them.

Personality and Conflict Coping

Strategies to manage conflicts cannot be considered in isolation. Research has shown that, among other factors[1], personality traits are an important determinant in managing conflicts (e.g. Antonioni, 1998; Forrester & Tashchian, 2013). Thus far, research investigating the relation between personality and conflict coping styles included the NEO-PI-R, instead of the HEXACO personality model. The traits extraversion, openness (to experience), conscientiousness, and agreeableness showed strong correlations between the models. However, the facets neuroticism and agreeableness, as mentioned in the NEO-PI-R, are not coherent with the HEXACO model (Gaughan, Miller & Lynam, 2012) and the trait honesty-humility is not captured in the NEO-PI-R (De Vries, 2018; Ashton et al., 2004). Since the facets of the two models differ, it remains to be seen if the results of research on the relation between the personality traits (as mentioned in the NEO-PI-R) and conflict coping styles, are similar when the same relation is investigated when including the HEXACO model.

In addition, research outcomes are inconsistent about the relation between personality traits and conflict coping styles (e.g. Ejaz et al., 2012). For example, the relation between the traits extraversion and conflict coping styles differs between researches, although participants were instructed to fill in the same inventories (Forrester & Tashchian, 2013; Antonioni, 1998). Extraversion was found to be positively related with the dominating style (Forrester & Tashchian, 2013). This means that, when involved in a conflict, the more self-appreciation a person has and at ease s/he feels in a social situation, the more likely it s/he only takes into

---

[1] Such as perception of the conflict, that is perceiving something as a conflict or not (Johnson & Johnson, 1996), and attribution of the cause of the conflict (Scott, 2008). It goes beyond the scope of this research to include those variables.

account the needs of him- or herself. This result runs counter with research of Antonioni (1998) who found extraversion to be positively related to the integrating style, meaning extraverted people are more likely to take into account the needs of themselves as well as others. Another illustration of the inconsistent relations found between personality and conflict coping, is displayed by the trait agreeableness. An example is the research of Priyadarshini (2017) who found, among students, agreeableness to be positively related to the integrating and obliging style, and at the same time to the avoiding style. This is remarkable since integrating is characterized by people who have a high concern for themselves and others, whereas people who avoid conflict tend to have a low concern for both parties involved in the conflict (Rahim, 1986). Research among call centre representatives did not find a relation between agreeableness and the avoiding style, but did find the trait to be positively related to the integrating and obliging style (Ejaz et al., 2012). This suggests a more forgiving and patient person (i.e. agreeable), is more willing to take into account the interests of others (i.e. obliging) or of both parties (i.e. integrating).

As can be deduced from the previous section, unclarity exists about the relation between personality traits and conflict coping styles, revealing diverse and contradicting outcomes. Therefore, research is needed to determine the relation between the personality traits as mentioned in the HEXACO and the conflict coping styles.

Three Nightmare Traits and Conflict Coping

Research states that the TNT are associated with conflict situations (De Vries, 2016) and conflicts can lead to harmful effects for a company and its employees (e.g. Rahim & Bonoma, 1979). Yet, it is unexplored how people cope with colleagues expressing the TNT (De Vries, 2016) and if people use different coping styles depending on the combination of nightmare traits they are confronted with. These insights are essential as a first step in advising employees how they can deal effectively with their nightmare co-workers.

Consequently, more research is needed to gain insight into the application of conflict coping styles in the context of dealing with a co-worker exhibiting one or a combination of the TNT. This way, a foundation is laid to obtain clarity about the way colleagues deal when confronted with nightmare colleagues.

The Present Study

According to the above findings, research on the relation between the TNT and conflict coping styles is inconclusive, and research on the relation between personality traits and specific conflict coping styles is inconsistent. This study attempts to fill this research gap

by exploring if differences exist in conflict coping styles between employees who have to deal with a co-worker expressing one or a combination of nightmare traits. This was investigated by means of eight written scenarios. All scenarios depict the same working environment in which disagreement exists about the dividing of tasks needed to reach a common goal. Each scenario contained a different response of a co-worker to the disagreement. In the context of confrontation with a nightmare co-worker, this study furthermore examines the relation between the personality traits and conflict coping styles. Therefore, the following research question was posed: *What is the relation between the Three Nightmare Traits exposed by co-workers and employees' personality, and the conflict coping style carried out by employees?*

Method

Design

A quantitative study assessed whether being exposed to one or a combination of the Three Nightmare Traits (TNT) influences the adopted conflict coping style of employees. Furthermore, it was investigated to what extent personality traits of employees influence their preference in a specific conflict coping style. The TNT each contained two levels (i.e. low/high agreeableness, low/high honesty-humility and low/high conscientiousness) leading to eight scenarios in a 2x2x2 subject design.

An online survey contained eight written scenarios in which a conflict occurred. Though the best setting to test the preferred conflict coping style would be in a real working situation, this was not possible due to logistic and ethical problems. To measure the participants' personality and conflict coping styles, the survey also contained a personality questionnaire (i.e. HEXACO-PI-R) and a questionnaire measuring the adopted conflict coping style (i.e. ROCI-II). Despite the fact that online surveys mostly have low response rates (Bryman & Bell, 2011) the benefits, such as low cost, fast responses, enabling easy entry and analysis of data (Wong & Tong, 2011), outperformed the disadvantages.

Participants

In order to answer the research question, participants were recruited using the convenience sampling method. Originally, 226 participants opened the link to the survey of which 85.4 % filled in the questionnaires. Furthermore, participants under the age of 18, non-Dutch participants and participants who did not complete the questionnaires were excluded from this research. Participants completing the survey impossibly fast ($\leq$ 5 min.) were removed from the dataset as well. These exclusion criteria led to 33 respondents not meeting the requirements, thus remaining a total of 193 respondents (59.6 % female), with an age range of 18-77 years (M = 41.2; SD = 17.99 years). Participants worked, after removing the outliers, on average 24.47 hours per week in the previous year (SD = 15.39). Agreement with the informed consent was conditional for participation in this research. Participants were randomly assigned by Qualtrics to one of the eight conditions at the moment they opened the link. Table 1 contains the demographic information of the sample per condition.

Instruments

Participants were asked to fill in an online survey containing the HEXACO Personality Inventory Revised and the ROCI-II. The survey was created in Qualtrics

Table 1. *Demographic Variables (N=193)*

Name Conditions	Characteristics co-worker	N	Mean age	Gender		
				Female (%)	Male (%)	Other (%)
1: LCLHLA	Low conscientiousness, Low honesty-humility, Low agreeableness	24	40.6	54.2	45.8	-
2: LCLHHA	Low conscientiousness, Low honesty-humility, High agreeableness	23	40.9	56.5	43.5	-
3: LCHHHA	Low, High conscientiousness honesty-humility, High agreeableness	25	45.6	52.0	48.0	-
4: LCHHLA	Low conscientiousness, High honesty-humility, Low agreeableness	23	41.1	65.2	34.8	-
5: HCHHHA	High conscientiousness, High honesty-humility, High agreeableness	25	41.7	60.0	36.0	4.0
6: HCHHLA	High conscientiousness, High honesty-humility, Low agreeableness	24	40.5	54.2	45.8	-
7: HCLHLA	High conscientiousness, Low honesty-humility, Low agreeableness	25	42.9	80.0	20.0	-
8: HCLHHA	High conscientiousness, Low honesty-humility, High agreeableness	24	35.8	54.2	45.8	-

XM Platform™, a secure and easy to prepare online survey tool. A pilot test was conducted with ten participants to evaluate the feasibility of the survey and determine the completion time. Participants were asked if they were able to understand the survey and if they could empathize with the scenario. A text box was provided to write an answer to these questions.

HEXACO-PI-R 60

The personality of participants was measured using the HEXACO Personality Inventory Revised, which contains six cross-cultural replicable personality traits (Ashton et al., 2004). Instead of using the original version of 104 items (De Vries et al., 2009) the brief version containing 60 items was used (Ashton & Lee, 2009) since this is a valid and reliable measure of personality, while completion costs participants relatively little time. In this study the Cronbach's Alpha of the personality inventory was .72, with the six traits showing an internal consistency: honesty-humility (α = .73), emotionality (α = .79), extraversion (α = .78), agreeableness (α = .70), conscientiousness (α = .82), and openness to experience (α = .75). The HEXACO inventory is shown to be more complete in assessing personality traits in comparison to the Big Five (Ashton & Lee, 2009). Each personality factor was measured with 10 items. Exemplary items are "I want people to know how important I am" (honesty-humility), "Even in crisis situations I remain calm" (emotionality), "I rarely give my opinion in group meetings" (extraversion), "People sometimes tell me I am too stubborn" (agreeableness), "People often call me a perfectionist" (conscientiousness), and "People often tell me that I have a lively imagination" (openness to experience). Participants rated to what

extent they agreed with the items on a five-point Likert scale (from 1= *Totally Disagree* till 5= *Totally Agree*).

ROCI-II

Scenarios were written in which employees had an interpersonal conflict with their co-worker, manipulating the Three Nightmare Traits exhibited by a co-worker. Based on the classification used in research on the TNT, eight scenarios with variously low or high conscientiousness, low or high honesty-humility and low or high agreeableness, were constructed (De Vries, 2016; De Vries, 2018; De Vries et al., 2009). An active instead of a passive tone of voice was used so participants could empathise more with the situation. Moreover, the scenarios were written in first perspective to stimulate a sense of presence, with each scenario containing around 8 lines (Appendix A).

Rahim Organization Conflict Inventory-II (Rahim, 1983b), having construct and criterion validity, was used to determine which conflict coping style participants use as response to the interpersonal conflict with their co-worker. The inventory had a Cronbach's Alpha of .73 and consists of two dimensions (i.e. concern of other and concern of self) that identified the disposition of participants to resolve conflict in an avoiding (α = .73), compromising (α = .74), dominating (α = .81), integrating (α = .83) or obliging (α = .83) way. The inventory was translated and adapted in a way that participants were asked how they would react to this particular conflict with a co-worker and not to conflicts in general. Exemplary items were "I give in to the wishes of my colleague" (accommodating) and "I use my expertise to make a decision in my favour" (dominating). Participants were asked to answer 28 statements on a five-point Likert scale (from 1= *Strongly Disagree* till 5 = *Strongly Agree*).

Procedure

Participants received an e-mail or WhatsApp message with a link to the online survey and were requested to participate in the survey within 2 months. The conditions where participants completed the survey, were not controlled for. First, respondents were asked to read the informed consent. When they agreed their data to be anonymously analysed, access to the questionnaires was provided. Subsequently, six demographic questions were posed, asking participants about their age, gender, nationality, highest educational level, years of work experience, and average working hours per week in the previous year. Then, a short instruction on how to fill in the HEXACO-PI-R (60) questionnaire was given. Consecutively, participants were asked to read the scenario carefully and try to empathize with the situation.

Finally, they filled in the statements of the ROCI-II. Participants were given the opportunity to complete the survey at a later time.

Data Analysis

After the data collection period, all output was transferred from Qualtrics to the software SPSS Statistics (version 24). All items were renamed, reversed items in the HEXACO-PI-R were recoded (e.g. 5 = *Totally Agree* becoming 1 = *Totally Disagree*), and scales were computed for both questionnaires. Participants not meeting the inclusion criteria were removed from the dataset. After excluding the outliers of average working hours per week and total years of experiences, the data was analysed. First of all, demographic questions were analysed using descriptive statistics. Then, reliability checks were performed on the HEXACO-PI-R and ROCI-II questionnaires, by measuring Cronbach's alpha. Following, tests were run to see if the data was normally distributed and underlying assumptions for regression and (M)ANOVA were checked upon. Then, a hierarchical multiple regression was run, while controlling for demographic variables, to measure the relation between a persons' personality and their conflict coping styles. To analyse if there were differences in conflict coping styles per TNT condition, a one-way multivariate analysis of variance (MANOVA) using the Bonferroni post-hoc procedure and successive univariate ANOVAs were conducted.

Results

Descriptive statistics

A general analysis of the data showed that the total sample of participants scored highest on the personality trait honesty-humility (M = 3.698) and lowest on the personality trait emotionality (M = 2.964). With regard to the styles of conflict coping the total sample of participants scored highest on the integrating (M = 4.043) and lowest on the accommodating conflict coping style (M = 2.787). An overview of the means per personality trait and conflict coping style can be found in Appendix B.

Relation Personality on Conflict Coping Styles

In order to examine the relation between the personality traits and each of the conflict coping styles, a hierarchical multiple regression was conducted. The covariates were controlled for. Personality traits were entered as independent variables (model 1). Age, working hours per week, educational level, and gender were entered as control variables (model 2). Since age and years of work experience were shown to be correlated, years of work experience was taken out of the analyses. The five conflict coping styles were consecutively entered as dependent variables, where after analyses were conducted. Table 2 summarizes these results that are described in more detail below. See Appendix C for a graphical representation of the found significant relations.

Relation personality and integrating

First of all, the relation between the personality traits and the integrating conflict coping style was examined. The total variance in the integrating style explained by model 1 was significant (R^2 = .072, $F(6,182)$ = 2.340, p = .034). Regarding model 2 this variance turned out to be nonsignificant (R^2 = .082, $F(10,178)$ = 1.588, p = .113). None of the personality traits individually showed to be a predictor value for the integrating style of conflict coping.

Relation personality and obliging

Secondly, the relation between the personality traits and the obliging conflict coping style was determined. The total variance in the obliging style was significant for both models, with model 1 (R^2 = .211 , $F(6,182)$ = 8.121, p < .001) and model 2 (R^2 =.325, $F(10,178)$ = 8.564, p <.001). Age was shown to be negatively associated with the obliging conflict coping style (β = -.379, p < .001), just as the personality trait extraversion (β = -.196, p = .005). Both agreeableness (β = .321, p < .001) and openness to experience (β = .127, p = .050)

showed to be positively related to the obliging style, although openness to experience was only just significant.

Relation personality and avoiding

When focusing on the relation between the personality traits and the avoiding conflict coping style, the total variance explained by model 1 turned out to be significant (R^2 = .173, $F(6,182)$ = 6.350, p <.001). The control variables in model 2 were not shown to be a predictor for the avoiding conflict coping style, although the model in total was significantly related to the avoiding style (R^2 = .206, $F(10,178)$ = 4.630, p < .001), having a significant negative correlation with extraversion (β = -.245, p = .001), and a significant positive correlation with agreeableness (β = .202, p = .006).

Relation personality and compromising

Next, the relation between the personality traits and the compromising style of conflict coping was determined. The total variance was only by a small margin explained by model 1 (R^2 = .066, $F(6,182)$ = 2.152, p = .050), with agreeableness being a predictor for the compromising style (β = .178, p = .021). The total variance in the compromising style explained by model 2 was, with a close call with a p-value of .070, nonsignificant (R^2 = .090, $F(10,178)$ = 1.767). In model 2, only agreeableness (β = .184, p = .019) and extraversion (β = .168, p = .038) showed a significant positive relation with the compromising style.

Relation personality and dominating

At last, the relation between the personality traits and the dominating conflict coping styles was examined. The total variance explained by model 1 (R^2 = .247, $F(6,182)$ = 9.971, p < .001) and model 2 (R^2 = .287, $F(10,178)$ = 7.151, p < .001) were both significant. Age was shown to be positively related to the dominating conflict coping style (β = .171, p = .018), just as the personality trait extraversion (β = .163, p = .024). Honesty-humility (β = -.360, p < .001) was negatively associated with the dominating style.

Table 2. *Associations between Personality Traits and the Conflict Coping Styles (N=193)*

	Integrating				Obliging				Avoiding				Compromising				Dominating			
	b	SE B	ß	p	b	SE B	ß	P	b	SE B	ß	p	b	SE B	ß	p	b	SE B	ß	p
Model 1																				
Personality	2.909	.438		**<.001****	2.507	.596		**<.001****	2.903	.624		**<.001****	2.196	.559		**<.001****	4.618	.666		**<.001****
H	.079	.060	.105	.188	-.224	.081	-.202	**.006****	-.110	.088	-.095	.209	-.035	.076	-.037	.647	-.413	.091	-.326	**<.001****
E	-.047	.054	-.068	.386	.106	.073	.158	**.030***	.171	.079	.160	**.032***	.107	.069	.122	.121	-.152	.082	-.131	.065
X	.069	.059	.091	.246	-.294	.081	-.262	**<.001****	-.323	.087	-.273	**<.001****	.133	.076	.137	.081	.245	.090	.191	**.007****
A	.088	.064	.105	.172	.390	.087	.313	**<.001****	.309	.094	.236	**.001****	.191	.082	.178	**.021***	-.182	.098	-.128	.064
C	.079	.052	.115	.129	.007	.070	.007	.924	.061	.076	.058	.420	.107	.066	.123	.106	-.070	.078	-.060	.376
O	.051	.050	.074	.313	.118	.068	.117	.084	-.048	.073	-.045	.511	.012	.064	.014	.853	.111	.076	.096	.147
Model 2																				
Personality	2.855	.466		**<.001****	2.630	.590		**<.001****	3.494	.672		**<.001****	2.147	.590		**<.001****	4.192	.694		**<.001****
H	.109	.065	.145	.096	-.067	.082	-.060	.416	-.120	.094	-.103	.203	.029	.082	.030	.726	-.457	.097	-.360	**<.001****
E	-.035	.061	-.052	.562	.148	.077	.146	.058	.099	.088	.092	.265	.149	.077	.170	.056	-.056	.091	-.049	.536
X	.076	.062	.100	.218	-.220	.078	-.196	**.005****	-.209	.089	-.245	**.001****	.163	.078	.168	**.038***	.209	.092	.163	**.024***
A	.095	.066	.113	.149	.399	.083	.321	**<.001****	.265	.095	.202	**.006****	.197	.083	.184	**.019***	-.162	.098	-.114	.100
C	.083	.053	.121	.117	-.007	.066	-.007	.912	.049	.076	.046	.518	.114	.066	.131	.089	-.045	.078	-.039	.563
O	.057	.051	.083	.273	.128	.065	.127	**.050***	-.037	.074	-.035	.618	.025	.065	.029	.696	.114	.077	.098	.139
Control var.																				
Age	-.002	.002	-.089	.276	-.013	.002	-.379	**<.001****	-.002	.003	-.048	.528	-.004	.002	-.125	.124	.007	.003	.171	**.018***
Working Hours	.002	.002	.057	.454	-.001	.003	-.033	.618	-.006	.003	-.131	.066	.001	.003	.027	.723	.004	.003	.095	.159
Education	-.010	.024	-.032	.681	-.024	.031	-.051	.442	-.048	.035	-.099	.169	-.024	.031	-.059	.441	.014	.036	.026	.697
Gender	-.041	.071	-.049	.563	-.139	.090	-.111	.125	.112	.103	.085	.275	-.148	.090	-.137	.102	-.127	.106	-.089	.232

Note: *p≤.05, **p≤. .01, Working hours (N=189)

The Three Nightmare Traits and Conflict Coping Styles

In order to find an answer to the research question, and examine if there are differences between the conditions of nightmare behaviour an employer is exposed to and the conflict coping styles adopted by employees, a one-way multivariate analysis of variance (MANOVA) was conducted. The independent variables consisted of eight groups, each resembling a different combination of nightmare behaviour. The dependent variables consisted of the five conflict coping styles (i.e. integrating, obliging, avoiding, compromising, and dominating). Using Pillai's Trace, the MANOVA for conflict coping styles revealed nonsignificant differences between the eight groups (*Pillai's Trace* = .217, $F(35, 925)$ = 1.201, p = .199, η^2 = .043). Successive univariate ANOVAs confirmed these results, since no significant differences were found for adopting a specific conflict coping style. A criterion level of $p < .01$, in line with the Bonferroni procedure, was taken into account resulting in: integrating ($F(7)$ = 2.123, p = .043), obliging ($F(7)$ = .924, p = .489), avoiding ($F(7)$ = 1.356, p = .226), compromising ($F(7)$ = 1.108, p = .360), and dominating ($F(7)$ = .918, p = .494). An overview of the means and standard deviations of the conflict coping styles per condition can be found in table 3.

Table 3. *Means and Standard Deviations Associated with the Conflict Coping Styles per condition (N=193).*

Conditions	Integrating		Obliging		Avoiding		Compromising		Dominating	
	M	SD	M	SD	M	SD	M	SD	M	SD
1 (LCLHLA)	3.857	.486	2.639	.777	3.042	.842	3.677	.636	3.033	.717
2 (LCLHHA)	4.124	.326	2.761	.679	2.797	.714	3.837	.515	3.061	.613
3 (LCHHHA)	4.046	.319	2.760	.576	2.893	.555	3.880	.440	3.072	.541
4 (LCHHLA)	3.938	.368	2.630	.651	3.022	.528	3.880	.439	3.130	.665
5 (HCHHHA)*	4.160	.458	2.913	.578	2.660	.613	3.930	.593	2.816	.907
6 (HCHHLA)	4.131	.478	2.910	.520	2.868	.565	4.094	.429	3.008	.697
7 (HCLHLA)	3.914	.412	2.733	.538	3.153	.656	3.870	.501	3.272	.671
8 (HCLHHA)	4.173	.446	2.944	.675	2.910	.714	3.938	.696	2.900	.846
Total	4.043	.425	2.788	.627	2.918	.659	3.889	.541	3.036	.717

*Control group

Discussion

Colleagues expressing the Three Nightmare Traits (i.e. low conscientiousness, low honesty-humility, low agreeableness) tend to be destructive for their environment and are likely to create conflicts (De Vries, 2016). Personality is stated to predict the way one copes with conflict situations (e.g. Antonioni, 1998). So far, no research has been conducted how people cope with nightmare colleagues. Thus, this is the first study to explore if differences exist in how people cope with conflicts when they are confronted with a co-worker expressing one, or a combination of the nightmare traits. Moreover, this study determined the relation between personality traits and coping style when having a conflict with a nightmare co-worker. An essential finding of this study is that confrontation with either one, or more nightmare traits does not lead to significant differences in the adopted conflict coping styles. Besides, this study confirms previous results by showing personality predicts the way one copes with conflict situations. Interestingly, not all correlations found between the personality traits and conflict coping styles were in line with previous literature.

Employees' Personality on Conflict Coping

This study showed personality traits and conflict coping styles to be related, which is in line with previous findings (e.g. Forrester & Tashchian, 2013). An exception are the traits emotionality and conscientiousness, that were not shown to be significantly related to any specific coping style. The strongest correlations turned out to be the traits agreeableness, with a positive relation to the obliging style, and honesty-humility, with a negative relation to the dominating style.

A nonsignificant relation was found between personality and the integrative coping style, indicating personality traits do not predict an integrative way of handling conflict situations. This result is in contrast with previous research (e.g. Forrester & Tashchian, 2013). For instance, Antonioni (1998) found a correlation with the trait openness, and stated listening to others point of view (i.e. characteristic of openness) is needed to find a suggestion that fits both parties (i.e. integrative style). Priyadarshini (2017) found a correlation with the trait agreeableness and considered this as logical, since cooperative behaviour (i.e. characteristic of agreeableness) is required to resolve a problem while meeting the needs of both parties. A possible explanation why this study did not find a nonsignificant relation, are the differences in design and scenario between researches. For instance, in research of Forrester and Tashchian (2013) students were instructed to complete tasks in a team, where after they reported which coping styles they adopted when a conflict occurred. Moreover, Ejaz and

colleagues (2012) included call centre representatives in their research who were not given a scenario, which gives participants the opportunity to think of a real-life conflict they encountered themselves. This might have given participants the opportunity to relate to the conflict situation, leading to a reliable but different result compared to this study (Hughes, 1998). In contrast, the current study included a wide range of people, that were confronted with a fictional conflict at a Marketing department. This might have made it hard for the average participant to relate to the conflict situation and possibly decreased their personal interest to resolve the conflict. Therefore, it would be valuable to determine in future research, what role relatability to a conflict has on the relation between personality and the conflict coping styles.

Three personality traits showed to be significantly related to the obliging coping style. Aligned with previous literature (e.g. Priyadarshini, 2017), the trait agreeableness was positively correlated to the obliging style indicating the more agreeable a person is, the more likely s/he is to only take into account the needs of the other. Since agreeableness is characterized by the willingness of a person to adapt his or her opinion (De Vries et al., 2009), it seems plausible that such a person is obedient and willing to take into account the needs of others. The trait extraversion showed a negative correlation with the obliging style, indicating people scoring high on extraversion are less likely to only give in to the needs of others during a conflict situation. Although this relation was not confirmed by previous research, a possible justification for this result is that people scoring high on extraversion tend to be assertive (Averett & Manis, 1977). This makes them probably less likely to neglect their own needs. The third trait to be significantly related to the obliging style was openness to experience. Extensive literature research did not reveal a justification for this relation. The variable age, showed a positive relation to the obliging style, meaning an older person is less likely to only obey others during a conflict. In general, a person becomes more self-assured (Jones & Meredith, 1996), independent, and autonomous as s/he gets older (Baltes, 1996). This makes it probable old people are more capable of meeting their own needs, compared to a young people. When including the variable age, no significant relation between emotionality and the obliging style was found. This is surprising, since people scoring high on emotionality are stated to be dependent (De Vries et al., 2009), which might increase the necessity to assent their decision to that of others. It might be age supresses the relation between emotionality and the obliging style, resulting in the nonsignificant relation found in this study. After all, the older one gets the more independent one becomes (Baltes, 1996), thus probably feeling less need to give in to the needs of others.

Two personality traits exposed to be significantly related with the avoidant coping style. In line with previous research (e.g. Antonioni, 1998) extraversion revealed a negative but weak correlation with the avoiding style. This indicates that the more frank and comfortable people are in social situations (i.e. characteristic of extraversion, De Vries et al., 2009), the less likely they are to withdraw from the conflict situation (i.e. avoiding). According to Forrester and Tashchian (2013), this relation seems reasonable since people who are unable to communicate their needs (i.e. low extraversion) are prone to avoid conflict situations. In addition, agreeableness showed a weak positive relation with the avoiding style. Although this outcome is coherent with previous research (e.g. Priyadarshini, 2017), it is surprising as well, since people scoring high on agreeableness tend to remain calm and work together with others (De Vries et al., 2009). Therefore, it could be inferred it is unnecessary for highly agreeable people to ignore a conflict situation.

As in line with previous research (e.g. Antonioni, 1998) both the personality traits extraversion and agreeableness revealed a significant positive relation with the compromising coping style. The relation with the trait extraversion suggests a more extravert person to be more likely to compromise in a conflict situation. According to Rahim (1986) one has to interact and open up when seeking middle ground. Therefore, it seems logical an extravert, who likes to interact with others (De Vries et al., 2009), is more likely to compromise in a conflict situation compared to an introverted person. The positive relation with the trait agreeableness, means the more calm, flexible, and reasonable a person is (i.e. characteristic of agreeableness, De Vries et al., 2009), the more likely s/he is to compromise in a conflict situation. This supports the previous findings of Shute and Charlton (2006) who reported compromising involves remaining calm in a situation. For this reason, it seems plausible that agreeableness is needed to reach a solution both are satisfied with (i.e. compromising style).

Two personality traits depict a significant relation with the dominating coping style. A negative relation was found between honesty-humility and the dominating style, indicating an honest person is less likely to adopt a dominating conflict coping style compared to a dishonest person. Ashton and Lee (2007) argued dishonest people tend to work less cooperatively and focus more on self-gain. The results of this study seem to amplify this statement by showing dishonest people are more likely to ignore the needs of others and only focus on their own needs (i.e. dominating style). In accordance with previous research, extraversion showed weak, positive relation with the dominating style (Priyadarshini, 2017; Forrester & Tashchian, 2013). This result implies a person scoring high on extraversion is more likely to only focus on his or her own needs. Extraversion is characterized by

assertiveness (Averett & Manis, 1977), which means one stands up for their rights and is not submissive (Gilbert & Allan, 1994; Rahim, Magner & Shapiro, 2000). This makes it presumably for extraverted people to secure their own needs and rights (i.e. characterization of dominating) more than introverts do. Contrary to research of Antonioni (1998) and Priyadarshini (2017), who used only inventories in their research, no significant relation was found between agreeableness and the dominating style. This is surprising since people who are disagreeable tend to be bossy, stubborn, and less likely to collaborate (De Vries et al., 2009). Therefore, it would have been logical to find a relation with the dominating style. Based on previous literature, no explanation can be provided for the absence of this relation.

Now this study confirmed that personality traits (i.e. honesty-humility, extraversion, agreeableness, and openness to experience) induce how people cope with conflict situations, let us examine if the TNT are of influence as well when coping with a nightmare co-worker.

TNT Co-worker on Employees' Conflict Coping

This study examined the differences in conflict coping style when being confronted with a co-worker expressing either one, or several nightmare traits. Results of this study showed nonsignificant differences in conflict coping styles between the eight Three Nightmare Trait conditions. This indicates expressing a conflict coping style is independent from exposure to someone being careless, dishonest, or disagreeable. The lack of scientific research on this topic makes it impossible to compare these results. However, besides the possibility that the TNT conditions truly have no impact on the adopted conflict coping styles, alternative suggestions can be given to explain the absence of significant differences.

First of all, the design of this study consisted of fictional scenarios illustrating a conflict at work, which is without doubt different from conflict situations in real-life. According to Spratt (2001) vignettes tend to evoke less emotions compared to real-life situations, leading to decisions based on rational analysis rather than emotions. Consequently, it could be reasoned from the results of this study, that participants' experience of emotions is not that different when having a conflict with a nightmare co-worker versus a non-nightmare co-worker. This might explain why no clear differences exist in conflict coping styles.

Secondly, it is possible that other variables have an influence on the adopted conflict coping style and blur the effect that nightmare co-workers have on employees' coping style. The way a conflict is perceived (Ben-Ari & Hirshberg, 2009) is an example of a variable determining a coping style. Hence, adolescents who expect conflicts to be destructive are more likely to use an avoidant approach. Since this study did not verify how the scenario was

perceived by participants, this variable might have affected the relation between the TNT and employees' coping style. In accordance with previous research (e.g. Antonioni, 1998), this study did show personality to be an important factor when expressing a conflict coping style. As stated before, personality (and its corresponding behaviour) is quite steady across the years (Fleeson, 2001). This might have led participants to stick to the behaviour they are used to, independent of the presented conflict situation (i.e. a nightmare co-worker). There is also the possibility that personality moderates the relation between the TNT and conflict coping styles. This would mean the TNT could have an impact on the way one copes with conflict, depending on a persons' personality traits. However, further research must be conducted to test this hypothesis.

A last remark can be made about the relative high scores on the integrating and compromising style in the first condition. This means one is willing to take into account the position of a co-worker to a moderate or high extent, even when their co-worker is a total nightmare. These high scores are possibly due to people giving socially desirable answers or lacking reflective skills, since people tend to see compromising and integrating as a positive form of coping with conflict (Ruble & Thomas, 1976), and interpret their behaviour more constructive than it really is (De Dreu, Nauta & Van de Vliert, 1995). Moreover, integrative styles are reported on twice as often in a hypothetical situation compared to a real-life situation (Youniss & Smollar, 1985). Besides, as stated before, vignettes are less likely to evoke emotions (Spratt, 2001). Thus, one might experience less intense, negative emotions compared to a real life situation, resulting in being more willing to take into account the interests of the other.

Limitations and Recommendations

There are a few limitations of this study worth mentioning, with the aim to identify recommendations for future research. A first limitation of this study is the methodology, since only self-reported surveys with predefined answering options were used. Although participants were informed their data would be treated anonymously and confidentially, self-reporting makes it possible to give answers a person perceives as socially desirable (Hyman & Steiner, 1996). This could have led to outcomes that differ from someone's true personality (Lee et al., 2005) or conflict coping style (Youniss & Smollar, 1985). On top of that, a persons' reflection skill might be limited, leading to answers that differ from the actual situation (De Dreu et al., 1995). However, the relations between personality traits and conflict coping styles were largely similar to previous research, making it is unlikely self-reporting

accounts for major biases in the observed results. Nevertheless, it is recommended to use multiple methods in future research to decrease the risk of social desirable answers. Including other stakeholders (e.g. peers) is an option, as this is stated to increase the breadth of perspective about a persons' personality and conflict coping style (Spector, 2006). Making use of predefined answering options seems to suit this study as it is a first step to explore the relation between personality, the TNT, and conflict coping styles. However, using predefined options may result in overlooking relevant information. Therefore, it is recommended to use open-ended questions in future research, so more in-depth information on how people cope with conflict situations can be found (Scott, 2008).

Secondly, vignettes are different from real-life situations in that they evoke less intense emotions, which could influence participants' decisions (Spratt, 2001). It was stated vignettes should be meaningful and realistic (O'Dell, Crafter, De Abreu & Cline, 2012). This study tried to compensate for the absence of a real-life situation by assuring, via a pilot study, participants understood and emphasized with the scenario. Besides, exposing the participants to a real-life conflict with nightmare colleagues would be ethically unjustifiable. Nevertheless, when (intense) emotions are absent and there is not a lot at stake during a conflict this influences the way people resolve a conflict (Giebels, Ufkes & Van Erp, 2014). Furthermore, experiencing less intense emotions could also be due to the fact that the survey could be interrupted and finished at a later time. It is therefore recommended that future research should explore alternative methodologies to measure conflict coping styles in a way that embodies a realistic conflict without violating ethical norms. The use of technological devices is suggested to be a promising method in research on conflict interaction and may be a good alternative for a laboratory setting (Giebels et al., 2014).

One final comment is that this study has a few loose ends that are worth investigating in the future. For example, it is speculative to what extent the presence of a nightmare co-worker is responsible for the nonsignificant differences in conflict coping styles, and why some of the found relations between personality and conflict coping differ from previous research (e.g. integrating style). Moreover, the fictional conflict presented in this research is one between colleagues of equal status. It is yet unexplored if this research would have led to different outcomes when employees would have to cope with a TNT supervisor or superior. This is a relevant question since the hierarchical position in a conflict is an important factor when an employee determines to show dissent or not (Redmond, Jameson & Binder, 2016). Lastly, larger and cross-cultural samples are needed in order to make more general statements, and examine if the results of this study are replicable. This is of importance since the cultural

background of a person is stated to influence the communication style used in conflict situations (Haar & Krahé, 1999).

The questions and gaps as stated in this section need to be addressed in follow-up research to gain more insight in the factors that play a role when coping with a TNT colleague, and to eventually develop support to help employees deal effectively with them.

Practical Implications

The results of this study give valuable insights how employees intend to respond when having a conflict with a TNT co-worker.

To begin with, this study supports previous research by showing personality traits are an important factor in adopting a certain conflict coping style (e.g. Antonioni, 1998; Ejaz et al., 2012). The results indicate that changing a person's coping style can happen naturally, since age is shown to be significantly related to the obliging and dominating style. However, personality can be intentionally changed as well (Hudson & Fraley, 2015). Before this information on (changing) one's personality can be used in supporting employees to adopt an effective conflict coping style, future research should determine if these results are replicable and how one can cope effectively with TNT colleagues.

Secondly, nightmare colleagues are stated to have dreadful consequences for their working environment, which makes dealing with them hard but necessary (De Vries, 2016). Training people to deal with conflict behaviour was shown to be beneficial in the context of a school atmosphere (Johnson & Johnson, 2001) and in a hierarchical relationship (Redmond et al., 2016). While some recommend training should emphasize on human behaviour, controlling impulses, and using communication techniques (Ejaz et al., 2012), others suggest to focus on the attitude one has towards a conflict (Ben-Ari & Hirshberg, 2009). This study showed personality and conflict coping styles to be significantly related, but did not reveal significant differences in coping styles based on confrontation with separate nightmare traits (i.e. low conscientiousness, low honesty-humility, or low agreeableness). Therefore, it is recommended to differentiate the content of future training sessions of how to cope with nightmare colleagues on a person's personality, instead of the nightmare traits they are confronted with. Future research should determine more specifically how employees can be supported during these training sessions.

For now, companies, employees, and educational psychologists, can already benefit from the insights given in this section, with the aim to manage conflict situations and prevent nightmare colleagues from damaging their working environment.

Conclusion

This study creates more understanding on how employees cope in conflict situations with a colleague expressing one, or a combination of the Three Nightmare Traits (i.e. low conscientiousness, low honesty-humility, low agreeableness). The results extend previous assumptions by showing personality (i.e. honesty-humility, extraversion, agreeableness, and openness to experience) to be an important determinant when adopting a conflict coping style. However, not all of the found relations between personality and conflict coping aligned with previous findings. The strongest predictors turned out to be agreeableness (positively related to the obliging style) and honesty-humility (negatively related to the dominating style). Surprisingly, no significant differences in conflict coping styles between the eight nightmare conditions were found. This indicates being confronted with one or a combination of the TNT is irrelevant when adopting a specific coping style. Therefore, it is suggested to differentiate the support for employees on how to cope with nightmare co-workers based on personality traits, rather than on confrontation with the TNT. Future research in a more realistic setting is needed to verify and deepen the results and suggestions of this study. Concludingly, this study is a first valuable step in examining the relation between personality traits, the TNT, and the adopted conflict coping styles. With that, it offers a promising start for companies, employees, and educational psychologists to support employees in managing conflict situations with nightmare colleagues, stimulating a more effective and flourishing working environment.

References

Antonioni, D. (1998). Relationship between the Big Five personality factors and conflict management styles. *International Journal of Conflict Management, 9*(4), 336-355. doi: 10.1108/eb022814

Ashton, M.C., Lee, K., Perugini, M., Szarota, P., De Vries, R.E., Di Blas, L., Boies, K. & De Raad, B. (2004). A six-factor structure of personality-descriptive adjectives: Solution from psycholexical studies in seven languages. *Journal of Personality and Social Psychology, 86*(2), 356-366, doi:10.1037/0022-3514.86.2.356

Ashton, M.C. & Lee, K. (2007). Empirical, theoretical, and practical advantages of the HEXACO model of personality structure. *Personality and Social Psychology Review, 11*(2), 150-166. doi: 10.1177/1088868306294907

Ashton, M.C. & Lee, K. (2009). The HEXACO–60: A short measure of the major dimensions of personality. *Journal of Personality Assessment, 91*(4), 340-345. doi: 10.1080/00223890902935878

Averett, M. & McManis, D.L. (1977). *Relationship between extraversion and assertiveness and related personality characteristics, 41*(3), 1187-1193. doi: 10.2466/pr0.1977.41.3f.187

Baltes, M.M. (1996). *The many faces of dependency in old age.* New York: Cambridge University Press.

Baron, R.A. (1991). Positive effect of conflict: A cognitive perspective. *Employee Responsibilities and Rights Journal, 4*(1), 25-36.

Ben-Ari, R, & Hirshberg, I. (2009). Attachment styles, conflict perception, and adolescents' strategies of coping with interpersonal conflict. *Negotiation Journal, 25*(1), 59-82. doi: 10.1111/j.1571-9979.2008.00208.x

Bowling, N.A. (2010). Effects of job satisfaction and conscientiousness on extra-role behaviors. *Journal of Business and Psychology, 25*, 119–13. doi: 10.1007/s10869-009-9134-0

Boyce, C.J., Wood, A.M. & Brown, G.D. (2010). The dark side of conscientiousness: Conscientious people experience greater drops in life satisfaction following unemployment. *Journal of Research in Psychology, 44*, 535-539. doi: 10.1016/j.jrp.2010.05.001

Bryman, A. & Bell, E. (2011). *Business research methods 4th edition.* Oxford: Oxford University Press.

Ciccarelli, S.K. & White, J.N. (2018). Psychology: Fifth edition. London: Pearson.

Costa, P.T. & McCrae, R.R. (1992). *Revised NEO Personality Inventory (NEO-PI-R) and NEO Five-Factor Inventory (NEO-FFI) professional manual.* Odessa (USA): Psychological Assessment Resources.

Cloke, K. & Goldsmith, J. (2000). Conflict resolution that reaps great rewards. *Journal for Quality and Participation, 23*(3), 27-30.

Dahm, A-S., Schmierer, P., Veer, I.M., Streit, F., Görgen, A. Kruschwitz, J., . . . Erk, S. (2017). The burden of conscientiousness? Examining brain activtation and cortisol response during social evaluative stress. *Journal of Psychyneuroendocrinology, 78*, 48-56. doi: 10.1016/j.psyneuen.2017.01.019

De Dreu, C.K.W., Nauta, A., & Van de Vliert, E. (1995). Self-serving evaluation of conflict behavior and escalation of the dispute. *Journal of Applied Social Psychology, 25*(23), 2049-2066. doi: 10.1111/j.1559-1816.1995.tb02387.x

De Vries, R.E., Ashton, M.C. & Lee, K. (2009). De zes belangrijkste persoonlijkheidsdimensies en de HEXACO Persoonlijkheidsvragenlijst. *Gedrag & Organisatie, 22*(3), 232-274.

De Vries, R. E. (2016). De nachtmerrie van elke werkgever: Het explosieve mengsel van lage Integriteit, lage Consciëntieusheid en lage Verdraagzaamheid. *Gedrag & Organisatie, 29*(4), 316-346.

De Vries, R.E. (2018). Three Nightmare Traits in Leaders. *Frontiers in Psychology, 9*, 1-19. doi: 10.3389/fpsyg.2018.00871

Dijkstra, M.T.M., Van Dierendonck, D. & Evers, A. (2005). Responding to conflict at work and individual well-being: The mediating role of flight behaviour and feelings of helplessness. *European Journal of Work and Organizational Psychology, 14*(2), 119-135. doi: 10.1080/13594320444000254

Ducharme, L.J. & Martin, J.L. (2000). Unrewarding work, co-worker support, and job satisfaction: A test of the buffering hypothesis. *Work and Occupation, 27*(2), 223-243. doi: 10.1177/0730888400027002005

Ejaz, S.S., Iqbal, F. & Ara, A. (2012). Relationship among personality traits and conflict handling styles of call center representatives and appraisal of existing service model. *International Journal of Psychological Studies, 4*(4), 27-36. doi: 10.5539/ijps.v4n4p27

Fleeson, W. (2001). Toward a structure-and process-integrated view of personality: Traits as density distributions of states. *Journal of Personality and Social Psychology, 80*(6), 1011-1027. doi: 10.1037//0022-3514.80.6.1011

Fleeson, W. & Gallagher, P. (2009). The implications of Big Five standing for the distribution of trait manifestation in behavior: Fifteen experience-sampling studies and a meta-analysis. *Journal of Personality and Social Psychology, 97*(6), 1097–1114. doi: 10.1037/a0016786

Forrester, W. & Tashchian, A. (2013). Effects of personality on conflict resolution in student teams: A structural equation modeling approach. *Journal of College Teaching & Learning, 10*(1), 39-46. doi: 10.19030/tlc.v10i1.7529

Furnham, A. & Heaven, P. (1999). *Personality and social behaviour.* London: Arnold.

Gaughan, E.T. Miller, J.D. & Lynam, D.R. (2012). Examining the utility of general models of personality in the study of psychopathy: A comparison of the HEXACO-PI-R and NEO-PI-R. *Journal of Personality Disorders, 26*(4), 513-523. doi: 10.1521/pedi.2012.26.4.513

Giebels, E., Ufkes, E.G. & Van Erp, K. (2014). Understanding high-stakes conflicts. In N. M. Ashkansy, O. B. Yahoko, & K. A. Jehn (Eds.), *Handbook of Conflict Management Research* (pp. 66-78). Northampton (USA): Edward Elgar Publishing. doi: 10.4337/9781781006948.00011

Gilbert, P. & Allan, S. (1994). Assertiveness, submissive behaviour and social comparison. *British Journal of Clinical Psychology, 33*(3), 295-306. doi: 10.1111/j.2044-8260.1994.tb01125.x

Graziano, W.G. & Eisenberg, N. (1997). Agreeableness: A dimension of personality. In R. Hogan, J.A. Johnson, & S.R. Briggs (Eds.), *Handbook of personality psychology* (pp. 795-824). San Diego (USA): Academic Press

Gross, M.A. & Guerrero, L.K. (2000). Managing conflict appropriately and effectively: An application of the competence model to Rahim's organizational conflict styles. *The International Journal of Conflict Management, 11*(3), 200-206. doi: 10.1108/eb022840

Haar, B.F., & Krahé, B. (1999). Strategies for resolving interpersonal conflicts in adolescence: A German–Indonesian comparison. *Journal of Cross-Cultural Psychology, 30*(6), 667–683. https://doi.org/10.1177/0022022199030006001

Hyman, M.R. & Steiner, S.D. (1996). The vignette method in business ethics research: Current uses and recommendations. In S. Ortinau, & E.M. Moore (Eds.), *Marketing: Moving toward the 21st Century.* (pp. 261- 265). Rock Hill (USA): Southern Marketing Association.

Hudson, N.W. & Fraley, R.C. (2015). Volitional personality trait change: Can people choose

to change their personality traits? *Journal of Personality and Social Psychology, 109*(3), 490-507, doi: 10.1037/pspp0000021

Hughes, R. (1998). Considering the vignette technique and its application to a study of drug injecting and HIV risk and safer behaviour. *Sociology of Health & Illness, 20*(3), 381–400. doi: 10.1111/1467-9566.00107

Johnson, D.W. & Johnson, R.T. (1996). Conflict resolution and peer mediation programs in elementary and secondary schools: A review of the research. *Review of Educational Research, 66*(4), 459-506. doi: 10.2307/1170651

Johnson, D.W. & Johnson, R.T. (2001). Peer mediation in an inner-city elementary school. *Urban Education, 36*(2), 165-178. doi: 10.1177/0042085901362002

Jones, J.C. & Meredith, W. (1996). Patterns of personality change across life span. *Psychology and Aging, 11*(1), 57-65. doi: 10.1037/0882-7974.11.1.57

Kim, W.G. & Brymer, R.A. (2011). The effects of ethical leadership on manager job satisfaction, commitment, behavioral outcomes, and firm performance. *International Journal of Hospitality Management, 30*(4), 1020-1026. doi: 10.1016/j.ijhm.2011.03.008

Lee, K. Ashton, M.C. De Vries, R.E. (2005). Predicting workplace delinquency and integrity with the HEXACO and Five-Factor Models of personality structure. *Human Performance, 18*(2), 179-197. doi: 10.1207/s15327043hup1802_4

Lee, K. Gizzarone, M. & Ashton, M.C. (2003). Personality and the likelihood to sexually harass. *Sex roles, 49*(1), 59-69. doi: 10.1023/A:1023961603479

Marcus, B., Lee, K., & Ashton, M.C. (2007). Personality dimensions explaining relationships between integrity tests and counterproductive behavior: Big Five, or one in addition? *Personnel Psychology, 60*(1), 1-34. doi:10.1111/j.1744-6570.2007.00063.x

Morrison, V. & Bennett, P. (2016). *Introduction to health psychology.* Pearson Education: London

O'Dell, L., Crafter, S., De Abreu, G. & Cline, T. (2012). The problem of interpretation in vignette methodology in research with young people. *Qualitative Research, 12*(6), 702-714. doi: 10.1177/1468794112439003

Pearlin, L.I. & Schooler, C. (1978). The structure of coping. *Journal of Health and Social Behavior, 19*(1), 2-21. doi:10.2307/2136319

Priyadarshini, S. (2017). Effect of personality on conflict resolution styles. *International Journal of Management and Social Sciences, 7*(2), 196-207. doi: 10.21013/jmss.v7.n2.p9

Rahim, M.A. (1983a). *Rahim organizational conflict inventory: Professional manual.* Palo
    Alto (USA): Consulting Psychologists Press

Rahim, M.A. (1983b). A measure of styles of handling interpersonal conflict. *The Academy
    of Management Journal, 26*(2), 368-376. doi: 10.5465/255985

Rahim, M.A. (1986). *Managing conflict in organizations.* New York: Praeger Publishers

Rahim, M.A. & Bonoma, T.V. (1979). Managing organizational conflict: A model for
    diagnosis and intervention. *Psychological Report, 44*(3), 1323-1344. doi:
    10.2466/pr0.1979.44.3c.1323

Rahim, M.A., Magner, N.R. & Shapiro, D.L. (2000). Do justice perceptions influence styles
    of handling conflict with supervisors? What justice perceptions, precisely? *The
    International Journal of Conflict Management, 11*(1), 9-31. doi: 10.1108/eb022833

Redmond, V., Jameson, J.K. & Binder, A.R. (2016). How superior-subordinate relationship
    quality and conflict management styles influence an employee's use of upward dissent
    tactics. *Negotiation and Conflict Management Research, 9*(2), 158-176. doi:
    10.1111/ncmr.12072

Robert, B.W. & Jackson, J.J. (2008). Sociogenomic personality psychology. *Journal of
    Personality, 76*(6), 1523-1544, doi: 10.1111/j.1467-6494.2008.00530.x

Ruble, T. L., & Thomas, K. W. (1976). Support for a two-dimensional model for conflict
    behavior. *Organizational Behavior and Human Performance, 16*(1), 143–155. doi:
     10.1016/0030-5073(76)90010-6

Schmidt, F.L. & Hunter, J.E.(1998). The validity and utility of selection methods in personnel
    psychology: Practical and theoretical implication of 85 years of research findings.
    Psychological Bulletin, 124(2), 262-274. doi: 10.1037/0033-2909.124.2.262

Scott, W. (2008). Communication strategies in early adolescent conflict: An attributional
    approach. *Conflict resolution quarterly, 25*(3), 375-400. doi:10.1002/crq.213

Shute, R. & Charlton, K. (2006). Anger or compromise? Adolescents' conflict resolution
    strategies in relation to gender and type of peer relationship. *International Journal of
    Adolescence and Youth, 13*(1-2), 55-69. doi: 10.1080/02673843.2006.9747966

Sikes, B., Gulbro, R.D. & Shonesy, L. (2010). Conflict in work teams. *Proceedings of the
    Academy of Organizational Culture, Communication and Conflict, 15*(1), 15-19.

Song, M. Dyer, B. & Thieme, M.C. (2006). Conflict Management and Innovation
    Performance: An Integrated Contingency Perspective. *Journal of the Academy of
    Marketing Science, 34*(3), 341-356. doi: 10.1177/0092070306286705

Spratt, T. (2001). The influence of child protection orientation on child welfare practice.

British Journal of Social Work, 31(6), 933-954. doi: 10.1093/bjsw/31.6.933

Spector, P.E. (2006). Method variance in organizational research. *Organizational Research Methods, 9*(2), 221-232. doi:10.1177/1094428105284955

Spreitzer, G., Porath, C.L. & Gibson, C.B. (2012). Toward human sustainability: How to enable more thriving at work. *Organizational Dynamics, 41*, 155-162. doi: 10.1016/j.orgdyn.2012.01.009

Suls, J. Martin, R. & David, J.P. (1998). Person-environment fit and its limits: Agreeableness, neuroticism, and emotional reactivity to interpersonal conflict. *Personality and Social Psychology Bulletin, 24*(1), 88-98, doi: 10.1177/0146167298241007

Toegepast Natuurwetenschappelijk Onderzoek (2016). *Agressie op het werk 2014: Ontwikkelingen, risico's, impact en behoefte aan maatregelen.* Leiden: TNO

Toegepast Natuurwetenschappelijk Onderzoek & Centraal Bureau voor Statistiek. (2019). *Nationale Enquête Arbeidsomstandigheden 2018: Methodologie en globale resultaten.* Retrieved at 19 July 2019 from https://www.cbs.nl/nl-nl/publicatie/2019/15/nationale-enquete-arbeidsomstandigheden-2018

Van Gelder, J-L & De Vries, R.E. (2012). Traits and states: Integrating personality and affect into a model of criminal decision making. *Criminology, 50*, 637-671. doi: 10.1111/j.1745-9125.2012.00276.x

Wong, S. K. S., & Tong, C. (2011). The mediating effects of customer and competitor orientations on new product success. *International Journal of Business and Management, 6*(8), 34-43. doi: 10.5539/ijbm.v6n8p34

Wright, T.A., Cropanzano, R. & Bonett, D.G. (2007). The moderating role of employee positive well-being on the relation between job satisfaction and job performance. *Journal of Occupational Health Psychology,12*(2), 93–104. doi: 10.1037/1076-8998.12.2.9

Youniss, J. & Smollar, J. (1985). *Adolescent relations with mothers, fathers, and friends.* Chicago: University of Chicago.

Appendix A – Description TNT Conditions

U werkt een aantal jaar als Marketingmedewerker bij het bedrijf T-Mobile. Op de Marketing en Communicatie afdeling werkt u met 8 directe collega's, die op hetzelfde hiërarchische niveau functioneren. U staat bij uw collega's bekend als een hardwerkende en deskundige collega.

Samen met een collega heeft u de gemeenschappelijke verantwoordelijkheid om draagvlak te creëren voor de huidige marketingcampagne. Er liggen nog twee genomen op stapel die jullie moeten verdelen: het voeren van klantgesprekken en het schrijven van een marketingplan. U wilt graag de klantgesprekken voeren omdat dit uw interesse heeft en u de meeste expertise heeft op dit gebied. Daarnaast is dit gunstig omdat het onderhouden van klantcontact en een groot klantennetwerk een belangrijk onderdeel is van de functie die u ambieert. Uw collega heeft echter ook de zinnen ingesteld om de klantgesprekken te voeren. Om het project te laten slagen zullen beide taken goed uitgevoerd moeten worden. Deze zullen daarna aan het team en uw leidinggevende gepresenteerd worden. U heeft een afspraak met uw collega gemaakt om het bovenstaande te bespreken.

Op de volgende pagina leest u delen van dit gesprek.

Hieronder leest u flarden van wat uw directe collega tegen u zegt. Probeert u zich te in te leven in deze situatie en zich voor te stellen hoe u de houding en reactie van uw collega zou ervaren. Neem hier enkele seconden de tijd voor.

Condition 1 – LCLHLA

Uw collega komt een half uur later dan gepland binnen en gaat zitten.

"Zo ik ben er, zullen we beginnen? Ik heb de overzichten waar je om vroeg op de afdeling laten liggen, maar we kunnen het vast ook wel zo af".

Later in het gesprek . . .

"Ik snap het trouwens als je liever niet de klantgesprekken wil doen. Jij bent ook gewoon goed met het op papier zetten van zaken. En je weet natuurlijk ook dat het klantcontact mij goed af gaat. Ik heb vorige week nog een grote sponsor gevonden". Later in het gesprek . . .

"Ik blijf toch bij mijn punt. Ik wil gewoon die klantgesprekken doen en heb geen zin in dat marketingplan. Ik heb nu ook een andere afspraak, dus ik moet het gesprek nu ook afronden".

Condition 2 – LCLHHA

Uw collega komt een half uur later dan gepland binnen en gaat zitten.

"Zo ik ben er, zullen we beginnen? Ik heb de overzichten waar je om vroeg op de afdeling laten liggen, maar we kunnen het vast ook wel zo af".

Later in het gesprek . . .

"Ik snap het trouwens als je liever niet de klantgesprekken wil doen. Jij bent ook gewoon goed met het op papier zetten van zaken. En je weet natuurlijk ook dat het klantcontact mij goed af gaat. Ik heb vorige week nog een grote sponsor gevonden". Later in het gesprek . . .

"Laten we kijken hoe we hier samen iets van kunnen maken. Ik heb nu alle tijd ernaar te kijken hoe we dit kunnen vormgeven".

Condition 3 – LCHHHA

Uw collega komt een half uur later dan gepland binnen en gaat zitten.

"Zo ik ben er, zullen we beginnen? Ik heb de overzichten waar je om vroeg op de afdeling laten liggen, maar we kunnen het vast ook wel zo af".

Later in het gesprek . . .

"Ik begrijp dat jij graag de klantgesprekken wil voeren omdat het klantcontact je makkelijk af gaat. Alhoewel ik ook nog dingen te leren heb, lijkt het mij ook erg leuk om de klantgesprekken te voeren".

Later in het gesprek . . .

"Laten we kijken hoe we hier samen iets van kunnen maken. Ik heb nu alle tijd ernaar te kijken hoe we dit kunnen vormgeven".

Condition 4 – LCHHLA

Uw collega komt een half uur later dan gepland binnen en gaat zitten.

"Zo ik ben er, zullen we beginnen? Ik heb de overzichten waar je om vroeg op de afdeling laten liggen, maar we kunnen het vast ook wel zo af".

Later in het gesprek . . .

"Ik begrijp dat jij graag de klantgesprekken wil voeren omdat het klantcontact je makkelijk af gaat. Alhoewel ik ook nog dingen te leren heb, lijkt het mij ook erg leuk om de klantgesprekken te voeren".

Later in het gesprek . . .

"Ik blijf toch bij mijn punt. Ik wil gewoon die klantgesprekken doen en heb geen zin in dat marketingplan. Ik heb nu ook een andere afspraak, dus ik moet het gesprek nu ook afronden".

Condition 5 – HCHHHA

Uw collega komt op de afgesproken tijd binnen en gaat zitten.

"Zo ik ben er, zullen we beginnen? Ik heb de overzichten waar je om vroeg bij me, dan kunnen we kijken wat er gedaan moet worden".

Later in het gesprek . . .

"Ik begrijp dat jij graag de klantgesprekken wil voeren omdat het klantcontact je makkelijk af gaat. Alhoewel ik ook nog dingen te leren heb, lijkt het mij ook erg leuk om de klantgesprekken te voeren".

Later in het gesprek . . .

"Laten we kijken hoe we hier samen iets van kunnen maken. Ik heb nu alle tijd ernaar te kijken hoe we dit kunnen vormgeven".

Condition 6 – HCHHLA

Uw collega komt op de afgesproken tijd binnen en gaat zitten.

"Zo ik ben er, zullen we beginnen? Ik heb de overzichten waar je om vroeg bij me, dan kunnen we kijken wat er gedaan moet worden".

Later in het gesprek . . .

"Ik begrijp dat jij graag de klantgesprekken wil voeren omdat het klantcontact je makkelijk af gaat. Alhoewel ik ook nog dingen te leren heb, lijkt het mij ook erg leuk om de klantgesprekken te voeren".

Later in het gesprek . . .

"Ik blijf toch bij mijn punt. Ik wil gewoon die klantgesprekken doen en heb geen zin in dat marketingplan. Ik heb nu ook een andere afspraak, dus ik moet het gesprek nu ook afronden".

Condition 7 – HCLHLA

Uw collega komt op de afgesproken tijd binnen en gaat zitten.

"Zo ik ben er, zullen we beginnen? Ik heb de overzichten waar je om vroeg bij me, dan kunnen we kijken wat er gedaan moet worden".

Later in het gesprek . . .

"Ik snap het trouwens als je liever niet de klantgesprekken wil doen. Jij bent ook gewoon goed met het op papier zetten van zaken. En je weet natuurlijk ook dat het klantcontact mij goed af gaat. Ik heb vorige week nog een grote sponsor gevonden". Later in het gesprek . . .

"Ik blijf toch bij mijn punt. Ik wil gewoon die klantgesprekken doen en heb geen zin in dat marketingplan. Ik heb nu ook een andere afspraak, dus ik moet het gesprek nu ook afronden".

Condition 8 – HCLHHA

Uw collega komt op de afgesproken tijd binnen en gaat zitten.

"Zo ik ben er, zullen we beginnen? Ik heb de overzichten waar je om vroeg bij me, dan kunnen we kijken wat er gedaan moet worden".

 Later in het gesprek . . .

"Ik snap het trouwens als je liever niet de klantgesprekken wil doen. Jij bent ook gewoon goed met het op papier zetten van zaken. En je weet natuurlijk ook dat het klantcontact mij goed af gaat. Ik heb vorige week nog een grote sponsor gevonden". Later in het gesprek . . .

"Laten we kijken hoe we hier samen iets van kunnen maken. Ik heb nu alle tijd ernaar te kijken hoe we dit kunnen vormgeven".

Appendix B: Means of Personality Trait and Conflict Coping Style

Table 5. Means and Standard Deviation per Personality Trait and Conflict Coping Style *(N=193)*

	M	*SD*
HEXACO		
Honesty-Humility	3.698	.566
Emotionality	2.964	.618
Extraversion	3.512	.558
Agreeableness	3.207	.504
Conscientiousness	3.626	.623
Openness to experience	3.339	.621
Conflict Coping Styles		
Integrating	4.043	.425
Accommodating	2.787	.627
Avoiding	2.918	.659
Compromising	3.889	.541
Dominating	3.036	.717

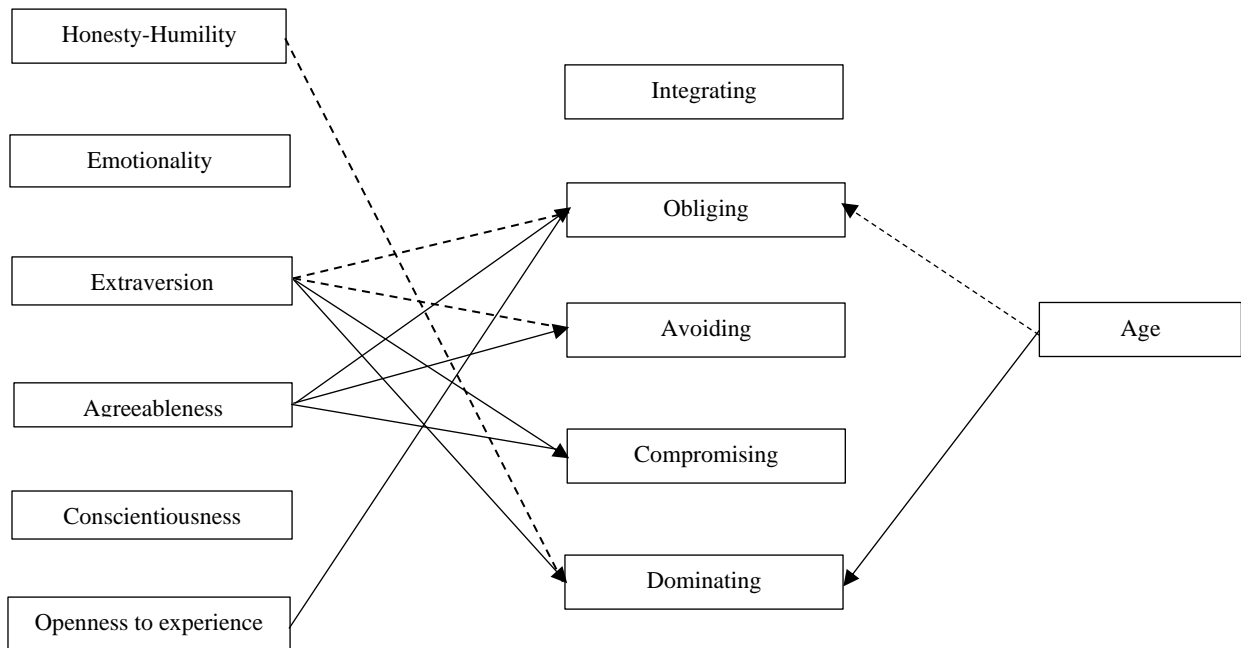**Appendix C: Graphical Model of Relations between HEXACO and Age on CCS**

Figure 1. Graphical Representation of the Relations between HEXACO and Age on Conflict Coping Styles (i.e. CCS)

Note. - - - reflect a significant negative relation, → reflects a significant positive relation