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Kayode David Abiodun
Ph.D., CAC Theological
Seminary, Akure, Ondo State,
Nigeria

Babatunde Oyeyemi Ogunwuyi
Ph.D., CAC Theological
Seminary, Akure, Ondo State,
Nigeria

Mojisola Ogedengbe
CAC Theological Seminary,
Akure, Ondo State, Nigeria

Corresponding Author:
Kayode David Abiodun
Ph.D., CACA Theological
Seminary, Akure, Ondo State,
Nigeria

Personality factors and conflict management among pastors in cherubim and seraphim church of Zion, Akure

Kayode David Abiodun, Babatunde Oyeyemi Ogunwuyi and Mojisola Ogedengbe

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Abstract

It is a great calamity for the church to struggle to have peace as a result of conflict caused by more selfish interest, and inordinate ambition of few individual who felt things should change by violent means. Conflict management is the utilization of human and other resources to achieve conflict resolution in the church. Many studies had focused much on societal conflict both in Nigeria and overseas but neglected church conflict, therefore, this study investigated personality types and conflict management of pastors in Cherubim and Seraphim Church of Zion in Akure. Descriptive survey research design was adopted for the study. Simple random sampling techniques was used to select 150 pastors (Male: 85 and Female 65). 60-item NEO Personality Inventory, NEO-FFI (Costa & McCrae, 1992) was used to measure the Five-Factor Model of personality and Conflict Handling Behaviour Scale was used to measure conflict management of the pastors. The results showed that significant relationship among: openness to experience ($r=.480, p<.05$), conscientiousness ($r=.612, p<.05$), extraversion ($r=.703, p<.05$), agreeableness ($r=.597, p<.05$), and neuroticism ($r=.256, p<.05$) to conflict management. The independent variables jointly contributed to conflict management (Adjusted $R=.603, F_5, 139=44.8$) and accounted for 61.7% contribution. Openness to experience ($\beta=.212, p<.05$), Conscientiousness ($\beta=.110, p<.05$), Extraversion ($\beta=.379, p<.05$), Agreeableness ($\beta=.180, p<.05$), Neuroticism ($\beta=.292, p<.05$) contributed to conflict management. It is recommended that personality and conflict management training should be included in the devotional manual, Sunday school manual and pastoral training institutes' materials of the church of Zion to allow all pastors to acquire and apply the knowledge of personality factors and conflict management skills.

Keywords: Personality factors, conflict management, cherubim and seraphim church of Zion, Akure metropolis

Introduction

Conflict is antagonistic or oppositional intention between two people or parties. Conflict results as a situation of misunderstanding, error of perception, cultural differences and different upbringing among others. Conflict management is necessary especially in a situation in which the peace of individuals, community, nation and international levels are at risk. Conflict does occur in our society. It is a normal occurrence but becoming abnormal if not managed well and addressed in a way that would be finally resolved. Conflict management and resolution focus on problem-solving through improving communication among the parties involved in a conflict so that they can handle their difference in common way. Then, conflict management is the utilization of human and other resources to achieve conflict resolution in the church.

Notwithstanding, conflict management in the church is at an alarming rate all over the world. Conflict does exist between or among church members. It is not an exaggeration to say that conflict in the church is more tasky and difficult to resolve because it may not be ordinary as a result of spiritual tendencies that might be attached to the issue causing conflict. However, it has been experienced in some churches that conflict had created factories and mini-church within the larger church with different heads and administrative structure.

It is a great calamity for the church to struggle to have peace as a result of conflict caused by more selfish interest, and inordinate ambition of few individual who felt things should

change by violent means. Many studies have been conducted previously on conflict management using emotional intelligence as determinants. Then Jones & Melcher shows relationship between personality types and conflict resolution outside Nigeria and Cosier & Ruble (1981) [15] study on conflict handling behaviour in a experimental approach had shown that conflict is an issue to focus attention on. It is then necessary to study conflict management among pastors because many studies had failed to address conflict especially the way personality factors among pastors affect conflict management styles.

Personality factors are stable and enduring traits that are demonstrated in any situation by person McCrae, 1992) [16]. It is an individual character that is different from other people it could come as a result of heredity or nurturing. According to Marioles (2016). Personality elements are sensing intuition, judging, feeling, thinking, perceiving, introverts and extroverts it was then analysed that personality shapes individual quality of relationship and social interaction. Pastors are also exhibiting personality traits which can cause conflict or manage conflict within the church. For instance, the thinkers personality is analytical and finds solutions to issues while the feeling personality wants empathy and understanding introverts are less social while the extroverts are more social. Conflict management can be more approached by thinking and feeling personality. Actually, not only Marioles (2016) presented personality traits. McCrae and Costa (1992) [25] also presented Big five personality traits such as neuroticism, openness to experience, conscientiousness, agreeableness and extraversion. The agreeableness deals with how one get well with others, openness to experience deals with demonstration of kindness, rationality and consider new idea in relationship with other. The conscientious personality deals with one's awareness and attention to others needs and issues. The neuroticists personality show emotional stability or instability to other people while the extraversion show degree of interpersonal relationship interm of high or low social relationship to other (extroversion and introversion).

It is rather unfortunate that conflict should be experienced in the church. The greatest of it is inability to resolve conflict or manage conflict in the church. Conflict had actually affected many churches to the extent that congregation are reducing factions and mini-churches within the larger churches with different leadership and structures. The personality of pastors are contributing to the conflict mismanagement and poor resolution as a result of the fact that their thinking is that they cannot act wrong and they are always right in all situation. Based on this, this study intends to study personality types and conflict management of pastors in Cherubim and Seraphim Church of Zion in Akure metropolis.

Literature Review

Personality is a stable and enduring trait that is demonstrated in characters such as thinking, feeling and behaving (McCrae and Costa, 1992) [16]. According to McCrae and Costa (1992) [16] Big Five Personality traits include neuroticism, extraversion, conscientiousness, openness to experience and agreeableness. It is a popular personality trait according to the authors. The agreeableness deals with the degree of individual getting well with others in the family, society and other organization or institutions. Openness to experience deals with the ability and capability

of demonstrating kindness, thoughtfulness and rationality in considering new ideas and accommodating new things, issues and experiences with the mind of flexibility. Conscientiousness proposes that one's personality is self-aware of attentiveness to others around. Then, neuroticism is emotionally stable and unstable personality which extraversion (introversion and extroversion) deals with a personality with inward and outward disposition (Ogunwuyi, 2019) [11].

In a more detail form, these Big Five personalities can be explained with the following characteristics based on scholastic evidence and theoretical works. Openness to experience has been postulated to be a personality trait with the depth and complexity of an individual's mental life and experiences (John and Srivastava, 1999) [8]. The openness to experience personality always tries to try new idea and new things and have capacity to think outside the box. Common traits relating to openness to experience personality includes: imagination; insightfulness; originality; creativity, curiosity, intellect among others. An individual with openness to experience personality is likely to have love for learning, engage in creative career and like meeting new persons (Lebowitz, 2016) [10], they are leaders, they promote peace and tolerance, justice and equality (Douglas, Bore & Munro, 2016) [11].

Conscientiousness personality has the ability to control impulses and behave, in a socially acceptable way in the society and portrays goal-directed behavior (John and Srivastava, 1999) [8]. They are organizer, work within rules and planner. They have the following traits according to John and Srivastava, 1999) [8]. Persistence, ambition, thoroughness, self-discipline, consistency, predictability, reliability, perseverance, planning, hard work and are resourceful. It is submitted by Lebowitz, (2016) [10] that they are school-oriented and excel in leadership positions and pursue goal with strong determination.

Extraversion personality on the other had they are either extroverts or introverts. The extroverts draw their energy from or recharge it by interacting with people around while introverts get tired from interacting with other people and express solitude in their personality. Introverts are assertive, merriness, energetic, talkative, articulate, fun-loving, friendly, have social confidence while introverts are opposite with few words, quiet, introspective, reserved and thoughtful (Lebowitz, 2016) [10].

Moreover, agreeable personality get well along with others. They are personally trustable, humble, patients, moderate, polite, kind, loyal, sensitive, amiable, cheerful and considerate. Neuroticism personality are comfortable and confident in their own way. They are characterized by emotional stability and general temper. They are pessimistic, jealous, fearful, nervous, full of anxiety, timid, insecure, instability, oversensitive among others. (Lebowitz, 2016) [10].

Relationship between personality and conflict management or handling has been captured in many researchers over a period of time. How agreeable personality have been seen to be cynical, able to experience and express hostility and prefer to compete with others and are ruthless and cruel (Graziano & Eisenberg, 1997; Trapnell & Wiggins, 1990) [5, 17]. Low agreeable are likely to cause anger and upset (Buss, 1991) [18]. They have tendency of eliciting conflict rather than solving it. Benevolence, tradition and conformity importance on power, achievement or pursuit of selfish

pleasures. They are found to fulfill social obligation such as peace, obedience to rules and regulation, conflict resolution; follow established law or norms and genuine concern of the welfare of others and they are not ruthless or selfish (HISH agreeable personality engaged in positive peer or family relationship forgive, attain desired goal, experience relationship satisfaction volunteer for community harmony (Ozer & Benet Martines, 2006) ^[13], Also They interact either others in a positive manner(trait of conflict resolution)have strong social supports, friendly (Soldz & Vaillant, 1999) ^[19]. Conscientiousness personality is related to post training learning (Woods, Patterson, Koczwara & sofat 2016) job performance and career success (Barrick and Mount, 1991) ^[20]. It is positively correlated with adjustment to life's challenges and mature defensive responses and well prepared to tackle obstacle such as conflict and other life negative experiences (Soldz and Vaillant 1999) ^[19]. It then means that conscientiousness personality can resolve conflict since conflict is an aspect of obstacles for process and achievement.

Extraversion personality trait is associated with leadership and success manager and training Proficiently (Barrick and Mount, 1991) ^[20] Since leadership involves solving conflict or managing to promise peace in organization, it is eminent that extroversion personality valued achievement and stable (Soldz & Vaillant, 1999) ^[19], it is a strong predictor of effective functioning and general well-being (Ozer & Benet Martinez, 2006) ^[13], positive emotion (Verduyn & Brans, 2012) ^[21] and over confidence on task performance including conflict management (Ones Viswesvaran and Reiss, 1996) ^[12].

Neuroticism personality has been linked to job performance, motivation related to goal setting and self-efficacy i.e. ability or confidence to undergoing a task including conflict management (Judge, Erez, Bono, & Thoresen, 2002) ^[22]. It is negatively correlated either self-esteem and general self efficacy and internal locus of control) judge & Ilies, 2002) ^[22]. It is reported to have positive relationship to both conflict and affect intensity associated with conflict. (Bolger and Zuckerman, 1995) ^[23]

Openness to experience personality was negatively correlated with the tendency or approach or avoids arguments and experience conflict more often (Blickle, 1997) ^[24] openness experience correlated with leadership position and promotes peace and tolerance and practice justice and equity (Douglas, Bore, & Munro, 2016) ^[1]. They are linked with knowledge and skills in handling situations and circumstances (Soldz & Vaillant, 1999) ^[19].

Objectives of the Study

The main Objectives of this study is to investigate Big Five personality factors (Agreeableness, Neuroticism, Conscientiousness, Openness to experience and Extraversion) on conflict management skills of Cherubim and Seraphim Church of Zion pastors in Akure metropolis.

The specific objectives are to:

1. Find out the relationship of Big Five personality factors to conflict management by Cherubim and Seraphim Church of Zion in Akure metropolis.
2. Find out the joint contribution of the Big Five personality factors on conflict management by Cherubim and Seraphim Church of Zion in Akure metropolis.

3. Determine the relative contributions of Big Five personality factors on conflict management among pastors in Cherubim and Seraphim Church of Zion in Akure metropolis.

Research Questions

The following research questions will be answered in the study

They are:

- What is the relationship between Big Five personality factors and conflict management of pastors in Cherubim and Seraphim Church of Zion in Akure metropolis.
- Is there any joint contribution between Big Five personality factors and conflict management of pastors in Cherubim and Seraphim Church of Zion in Akure metropolis.
- What is the relative contribution of Big Five personality factors on conflict management of pastors in Cherubim and Seraphim Church of Zion in Akure metropolis.

Methods

Design

The research design for this study is descriptive survey design of correlation type, it is appropriate because it does not involve manipulation of variable of the study.

Population, Sample Size and Sampling Techniques

All pastors in Cherubim and Seraphim Zion churches in Akure metropolis formed the population of this study. The sampling technique used to select sample of pastors for this study is simple random sampling was used to select 150 pastors in Cherubim and Seraphim Zion churches in Akure metropolis.

Research Instrument

The research instrument was a questionnaire which contains three sections.

Section A: Demographic Variables such as age, gender and work experience.

Section B: Personality Scale which comprises of the 60-item NEO Personality Inventory, NEO-FFI (Costa & McCrae, 1992) ^[25] was used to measure the Five-Factor Model of personality. This widely used measure exhibits relatively high internal consistence, high test-retest reliability, and strong convergent and discriminant validity (Botwin, 1995) ^[26]. It consists of five (12-item scales), one scale to measure each domain (extraversion, agreeableness, conscientiousness, neuroticism and openness). Responses were on a scale from 1 = strongly disagreed to 7 = strongly agree. Items were summed up to form and overall score for each of the personality traits. It should be noted that the NEO-FFI is generally used with a 5-point response scale. Because we used a 7-point scale in this study, means and standard deviations cannot be compared to population norms.

Section C: Conflict Handling Behaviour Scale (CHBS). It was constructed by Hammed (2002) ^[6]. The scale was used to elicit conflict management information. It comprises of 51 items but the research made use of 16 items and revalidated them. The reliability coefficient of the 16 items was 0.96 using Cronbach Alpha.

Procedure for data collection

A preliminary visitation was done with introduction letter to the churches that were be used for the study before the questionnaire was distributed to the Pastors in the churches.

Method of data analysis

Based on the research questions, Pearson product moment correlations and multiple regression analysis was adopted to analyse the research questions raised for this study.

Results

Table 1: Frequency distribution of respondents by age

15-24 years	22	15.2
25-34 years	46	31.7
35-44 years	34	23.4
45-54 years	27	18.6
55 years and above	16	11.0
Total	145	100.0

Table 1 shows that 22(15.2%) respondents were between 15-22 years, 46(31.7%) were between 25-34 years, 34(23.4%) were between 35-44 years, 27(18.6%) were between 45-54 years, and 16(11.0%) were 55 and above years of age.

Table 2: Frequency distribution of respondents by gender

Gender	Frequency	Percentage
Male	80	55.2
Female	65	44.8
Total	145	100.0

Table 2 shows that 80(55.2%) respondents were male, and 65(44.8%) were female

Table 5: Pearson product moment correlation (PPMC) showing the relationship between conflict handling behaviour, openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism

	1	2	3	4	5	6
1	1					
2	.480* (.000)	1				
3	.612* (.000)	.604* (.000)	1			
4	.703* (.000)	.470* (.000)	.700*(.000)	1		
5	.597* (.000)	.589* (.000)	.729* (.000)	.621* (.000)	1	
6	.256* (.002)	-.283* (.001)	-.076 (.361)	.124 (.137)	-.078 (.352)	1
Mean (\bar{x})	34.4621	26.8897	33.6552	24.9793	39.4414	25.0966
S.D	8.37491	5.60768	7.43245	5.29999	10.00547	8.19580

Key: 1 = Conflict handling behaviour, 2= Openness to experience, 3= Conscientiousness, 4= Extraversion, 5= Agreeableness, 6= Neuroticism

Table 5 shows that there is a significant relationship between Conflict handling behaviour and Openness to experience ($r=.480, p (.000) <.05$), Conscientiousness ($r=.612, p (.000) <.05$), Extraversion ($r=.703, p (.000) <.05$), Agreeableness ($r=.597, p (.000) <.05$), and Neuroticism ($r=.256, p (.000) <.05$) respectively. Hence, there is a significant relationship between big five personality factors and conflict management of Pastors in Cherubim and

Table 3: Frequency distribution of respondents by educational qualification

Educational qualification	Frequency	Percentage
B.Sc.	78	53.8
Masters	18	12.4
OND	19	13.1
SSCE	27	18.6
PhD	3	2.1
Total	145	100.0

Table 3 shows that 78(53.8%) respondents had B.Sc. certificate, 18(12.4%) had Masters' certificate, 19(13.1%) had OND certificate, 27(18.6%) had SSCE certificate, and 3(2.1%) had PhD certificate respectively.

Table 4: Frequency distribution of respondents by years of work experience

Years of work experience	Frequency	Percentage
1-9 years	74	51.0
10-19 years	44	30.3
20-29 years	18	12.4
30-39 years	7	4.8
40 years & above	2	1.4
Total	145	100.0

Table 4 shows that 74(51.0%) respondents had between 1-9 years of work experience, 44(30.3%) had between 10-19 years, 18(12.4%) had between 20-29 years, 7(4.8%) had between 30-39 years, and 2(1.4%) had 40 and above years of work experience

Research question one

What is the relationship between big five personality factors and conflict management of Pastors in Cherubim and Seraphim churches in Akure metropolis?

Seraphim churches in Akure metropolis, therefore, conflict handling behaviour positively enhanced the big five personality factors in the study.

Research Question Two: Is there any joint contribution of big five personality factors on conflict management of Pastors in Cherubim and Seraphim churches in Akure metropolis?

Table 6: Summary of Regression analysis showing the joint contribution of big five personality factors on conflict management of Pastor in Cherubim and Seraphim Churches in Akure metropolis

R	R Square	Adjusted R Square	Std. Error of the Estimate			
.786	.617	.603	5.27483			
ANOVA						
Model	Sum of Squares	DF	Mean Square	F	Sig. p	Remark
Regression	6232.532	5	1246.506	44.800	.000	Sig.
Residual	3867.509	139				
Total	10100.041	144	27.824			

Table 6 shows the joint contribution of openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism on conflict management. The table also shows a coefficient of multiple correlation $R = .786$ and a multiple R^2 of .617. This means that 61.7% of the variance was accounted for by the five predictor variables when taken together. The significance of the composite contribution was tested at $\alpha = 0.05$. The table also shows that the analysis of variance for the regression yielded F-ratio of 44.800 (significant at 0.05 level). This implies that

the joint contribution of the independent variables to the dependent variable was significant and that other variables not included in this model may have accounted for the remaining variance.

Research Question Three: What is the relative contribution of big five personality factors and conflict management of Pastors in Cherubim and Seraphim churches in Akure metropolis?

Table 7: Summary of regression analysis showing the relative contribution of big five personality factors on conflict management of Pastor in Cherubim and Seraphim Churches in Akure metropolis

Model	Unstandardized Coefficient		Standardized Coefficient	T	Sig. p
	B	Std. Error	Beta Contribution		
(Constant)	-6.573	3.044		-2.159	.033
Openness to experience	.317	.108	.212	2.940	.004
Conscientiousness	.123	.101	.110	1.216	.226
Extraversion	.598	.124	.379	4.808	.000
Agreeableness	.151	.068	.180	2.204	.029
Neuroticism	.298	.059	.292	5.062	.000

Table 7: shows that the relative contribution of the independent variables to the dependent variable, expressed as beta weights, viz: Openness to experience ($\beta = .212$, $p < .05$), Conscientiousness ($\beta = .110$, $p < .05$), Extraversion ($\beta = .379$, $p < .05$), Agreeableness ($\beta = .180$, $p < .05$), Neuroticism ($\beta = .292$, $p < .05$). Hence, it could be deduced that openness to experience, conscientiousness, extraversion, agreeableness, neuroticism were significant i.e. could independently and significantly predict conflict management in the study.

Discussion

The outcome of research question one shows that there is significant relationship among the independent variables (Big Five personality traits: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism) and conflict management of pastors in Cherubim and Seraphim churches in Akure metropolis. It means that pastors with openness to experience personality are able to manage conflict as expected. Personality with openness to experience has been reported in previous study that they promote peace, tolerance, practice justice and equity (Douglas Bore, and Munro, 2016) ^[1] and associated with knowledge and skills in handling situations and circumstances (Solidz and Vaillant, 1999) ^[19]. Conscientiousness is another personality factor that is related with conflict management. It is evident that the pastors possess ability to control and behave in a socially acceptable way and are resourceful to manage conflict in their churches (Solidz and Vaillant, 1999) ^[19] favours the fact that conscientious personality resolve conflict and obstacles. Pastors with extraversion personality resolve or manage conflict well in their churches. It is shown that pastors with extraversion personality handle conflict in a way to promote peace, positive emotional dispositions and task performance in the churches under them (Barrick and Mount, 1991, Ozer and Benet-Martinez, 2006 and Verduyn and Brans, 2012) ^[20, 13, 21]. Agreeable personality show is also associated with conflict management. The pastors with elements of agreeable personality are discovered to fulfill social obligation such as making peace, promote obedience to rules and regulations and concern about the welfare of

others. Then, it is in line with Ozer and Benet-Martines (2006) ^[13] and Solidz and Vaillant (1999) ^[19] but the finding contradicts Grazinano and Eisenberg (1997) ^[5] and buss (1991) ^[18] that agreeable personality could enhance conflict management in the church. Relationship also exists between neuroticism and conflict management of pastors in Cherubim and Seraphim Churches in Akure metropolis. The finding is in accordance with Bolger and Zuckerman (1995) ^[23] that neuroticism has positive relationship with conflict and intensity of conflict issues. And ability to undergo task accomplishment in organization including resolving conflict (Judge *et al.*, 2002) ^[22]. It could be seen that neuroticism personality are emotional and easily sense and avoid situation that can promote conflict within the church.

The joint contribution of Big Five personality traits (Openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism) to conflict management of pastors in Cherubim and Seraphim church of Zion was established in an higher manner. It means that ability of the pastors to get well with others (agreeableness), degree of demonstrating kindness, rationality and use experience with flexibility (openness to experience), tendency to be aware of one self, and attentiveness to others around (conscientiousness), demonstration of emotional stability and instability in emotional manifestation (neuroticism) and personality with inward and outward disposition (Extraversion) contributed highly to conflict management among pastors. Based on the fact that there is paucity of research combining the five factors personality traits to determine conflict management, the outcome is unique and form a basis for others future studies.

Furthermore, the relative contributions of independent variables that is, Big Five personality traits (Openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism) to conflict management of pastors in Cherubim and Seraphim church of Zion in Akure, metropolis was established. It was deduced from the outcomes of the result that extraversion was the most contributing personality factor to conflict management, followed by openness to experience, neuroticism, agreeableness and conscientiousness. Extraversion which indicate the state of being inward and outward of the pastors

contributed mostly to conflict management because extroverts used their ability to interact well to promote conflict management while the introvert made use of their ability of quietness, being reserved and thoughtful to enhance conflict management (Lebowitz, 2016)^[10] and Verduyn and Brans (2012)^[21].

Then, openness of the pastors to experience was potent in contributing to conflict management in the sense that the kindness, thoughtfulness and rationality of the pastors in dealing with issues, accommodating new ideas in church administration contributed well to conflict management (Douglas Bore and Munro, 2016)^[1]. Moreover, neuroticism personality which enhances job performance, motivation, goal setting and self-efficacy promote conflict management of the pastors (Judge, *et al.*, 2002)^[22]. For the fact that pastors with this personality are seen to be pessimistic, jealous, emotionally stable with general temper, fearful and oversensitive (Lebowitz, 2016)^[10], could resolve and manage conflict as expected.

Agreeable personality still promotes conflict management. It is evident as minister of God that the pastors demonstrated trustable, humility, polite, kind and cheerful manners that ignite conflict management in the zion churches. but contradicts (Buss, 1991)^[18] that agreeable personality promotes rather than solving it and Trapnell and Wiggins (1990)^[17] presented agreeable personality as cruel, ruthless and engaging in competing with others. Conscientious personality factor is the least contributing factor to conflict management among pastors in Cherubim and Seraphim church of Zion. The ability of the pastors to control their impulses and behave in a socially acceptable way in the church to maintain the set goal of the church pave way for conflict management. They maintain rules and regulation in the church and promote fair and negotiate, collaborate and dialogues with conflicting people to maintain peaceful coexistence (Solidz and Vaillant, 1999; Lebowitz, 2016)^[19, 10].

The study investigated Big Five personality factors: openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism on conflict management of pastors in Cherubim and Seraphim church of Zion, Akure metropolis.

Conclusion

The study presented a background evidence to support the topic of this study and the reasons for investigating it. Relevant literature were reviewed to establish the conceptual base upon which the study was designed. The literature reviewed show the theoretical works and empirical studies backing up the openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism on conflict management. Data collected was analyzed with appropriate methods. The study showed relationship, joint contribution and relative contributions of openness to experience, conscientiousness, extraversion, agreeableness, and neuroticism to conflict management of pastors in Cherubim and Seraphim church of Zion, Akure metropolis.

Recommendations

Based on the findings of this study, the following recommendations are proffered.

1. Serious efforts should be made by the church authority to train the pastors on personality factors that can

promote conflict management such as openness to experience, conscientiousness, extraversion, agreeableness and neuroticism.

2. Conflict management training should also be included in the devotional manual, Sunday school manual and pastoral training institutes' materials of the church of Zion to allow in-coming pastors to acquire the knowledge of personality factors and conflict management skills.
3. Since conflict can take place in the church, pastors should be allowed to train other church workers on conflict management and personality factors that can promote it.
4. Counselors should be invited to help in discovering the pastors' personality factors and their implications on conflict management.

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