

# A Review of Personality Types and Locus of Control as Moderators of Stress and Conflict Management

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## **Abstract-** Abstract

Today managing conflicts and stresses in organizations became a prudent factor for gearing the journey of organizational success. Due to the fact of inevitability of conflicts and stresses (Gultekin et al.2011) it is vital to study the factors which affect the level of conflicts and stresses since root cause of the conflicts and stresses are incompatible goals of the individuals (Galtun, 1973). Numerous studies examined the role of personality and its interaction with situational demands to the perceived stress and ways of coping with stress (Costa, Somerfield, & McCrae, 1996). Meanwhile, the studies on work- family conflicts (Greenhaus & Beutell, 1985) elaborated three dimensions; time-based, strain-based, and behavior-based conflicts. Locus of Control is a strong positive correlate of mental strain. Externals tend to report more negative moods when faced with stressful events. Internals tend to perceive less stress, and have better coping skills (Arsenault, Dolan, & Ameringen, 1991). Pilisuk and Montgomery (1993) found that an external Locus of control was related to a greater number of stress-related somatic symptoms than an internal Locus of controller. There, the study examines and develop a model to elicit how A and B Personality types introduced by Friedman and Rosenman (1974) and locus of control moderate stresses and conflicts rendering different theories and models and the impact of coping strategies with the particular personality type.

**Index Terms-** A/B Personality Type, Conflict, Coping, Locus of Control Stress

## I. INTRODUCTION

The words stresses and conflicts (SaC) are most common in today's world. With the overloaded work and craves SaC have been internalized and already harbored. Every human in the world runs a journey which seemingly endless. There SaC are envisaged since they cannot kept as secluded apart from the man. Many numbers of researchers have been researched on types of stresses and conflicts. And found that incompatible goals are the root cause of SaC (Galtun, 1973). According to Robbins (2000) "personality" is a state of psychology which leads to human emotions and behavior. Lazarus (1993) stated that stresses are psychological rather than physiological. Yet, there is very little attention has paid on personality types and its influence on conflicts. Only lately researchers have considered the role of individual difference variables in the work-family link ( Carlson, 1999; Noor, 2003; Stova, Chiu, & Greenhaus, 2002). The psychological stress is considered as a part of a larger topic, the emotions. Through many numbers of theoretical aspects it entails

that stress is an emotion which impacts ones psychology. It is important to note this study discusses on psychological stress and not on physiological. Stress defines an unfavorable person-environmental relationship; its essence is process and change rather than structure or stasis (Lazarus, 1993) and traditional approaches to coping had emphasized traits or styles--that is, stable properties of personality. (Lazarus 1966, 1981; Lazarus & Folkman 1984; Lazarus & Launier 1978). Further, Lazarus stated in his study (1993) that the personality variables and those that characterize the environment come together in the appraisal of relational meaning. An emotion is aroused not just by an environmental demand, constraint, or resource but by their juxtaposition with a person's motives and beliefs. Hence, this study focuses on how the A and B personality types introduced by Friedman and Rosenman (1974) clinging to the locus of control moderate stresses and conflicts. The early research on locus of control beliefs conceptualized it as a bipolar, Funi-dimensional construct (Lefcourt, 1976).

External locus of control was conceptualized as a generalized belief that outcomes are determined by external factors, whereas an internal locus of control was conceptualized as the belief that outcomes are contingent on one's own responses (Kim L.S et al, 1996). Fogas and colleagues (1992) found evidence that locus of control was a partial mediator of the relations between stressful events and anxiety and depression problems. These researchers show the relationship between stress and locus of control and how the locus of control influence on stresses that will be discussed with the early theoretical findings. Fogas found that an external locus of control orientation was significantly related to higher stress and lower achievement orientation. Higher achievement orientation was positively related to the use of active coping styles. The review by Cohen and Edwards (1989) concluded that locus of control is the personality characteristic that provides the most consistent and the strongest evidence of stress-moderation.

According to the study of Keinan and Tal (2004) type A behavior is a coping response to the threat of control loss. The study revealed that Type As are more inclined to stress than Type Bs and this study was able to comply with Friedman and Rosenmans' study on similar. However, these studies examined the attributional style of the two types A and B personalities; internal-external. There, it is apparent the relationship among stress levels, A and B personality types and the locus of control. This study further renders the relationship among these factors and in between conflicts and personality.

## II. EARLY THEORETICAL FINDINGS

### A and B type personality:

Personality, according to (George, 1992), is the enduring ways a person has of feeling, thinking, and behaving, is the first determinant of how people think and feel about their jobs or job satisfaction. Policemen's personality (like every other person) influences the extent which thoughts and feelings about a job are positive or negative. (Afolabi, 2011) There are two personality types, type A and type B. Type A/B behavior pattern is a behavioral trait (Spector & O'Connell, 1994) referring to how one responds to environmental challenges and threats (Ivancevich & Matteson, 1984).

Type A individuals respond in ways characterized as aggressive, achievement oriented, dynamic, hard driving, assertive, fast paced (in eating, walking, and talking), impatient, competitive, ambitious, irritated, angry, hostile, and under time pressures (Cooper, Kirkcaldy, & Brown, 1994; Friedman, 1967; Jamal, 1990; Rosenman & Chesney, 1985). Type A personalities are very hurried, impatient and can be hostile and aggressive. They are very cynical of the world and are very competitive and tend to be tense and agitated when it comes to work. They have poor impulse control and feel that they always need to be active in all things. When it comes to emotions, they express their anger with outburst and verbal comments, display strong emotional reactions, can be unpredictable with emotional inconsistency, and experience negative emotions.

Type As always watches others and can react in a hostile manner towards others. They like to have control over everything so they tend to be team leaders but are difficult to please. Type A personalities are risk takers, rigid and inflexible, and according to Irikefe (2006), McShane and Von Glinow (2000) this contributed to their low level of job satisfaction. Type As develop coronary heart disease (Friedman, 1967; Schaubroeck, Ganster, & Kemmerer, 1994) and experience more stressors and strains (Jamal, 1999; Sharpley, Dua, Reynolds, & Acosta, 1995) than Type Bs.

According to the study of Douglas's the usefulness of the Type A personality construct has come under serious examination as it relates to stress. Many authors suggest that Type A personality is too global a definition and that there are specific personality traits of Type A individuals that are more related to stress than other traits (Matthews, Glass, Rosenman, & Bortner, 1977; Matthews, 1988). The hostility and irritability components of Type A behavior (reflecting anger, and an obsession with time) have been most often linked to stress-related illnesses. Pred, Spence, & Helmreich (1987) found that impatience and irritability, but not achievement strivings, were positively correlated with somatic self-complaints. They argue that it is highly unlikely that the same components of the Type A behavior pattern are responsible for both vocational excellence and stress-related health problems. Additional studies (Bluer, 1990; Matthews, 1988; Robbins, et al., 1991) show that certain Type A traits like anger, impatience, and irritability are more likely to lead to stress-related health problems than achievement strivings.

On the other hand, Type Bs are open to criticism and they try to make others feel accepted and at ease and so they are more satisfied with their jobs. When they are angry, they use humour subtly to make their point, but they are angry about the issue not

the person. They can be more accepting of emotions and tend to go with the mood at the moment. They are supportive of others and are more likely to express positive feelings and be more satisfied with their jobs (Kirkcaldy *et al.*, 2002). Type B individuals are casual, easygoing, and never in a rush to get things done (Bortner, 1969).

People's values, attitudes, abilities, and emotion vary. This is probably because of the differences in personality. Personality is defined as the combination of stable physical and mental characteristics that gives the individual his or her uniqueness. These characteristics or traits, including how one looks, acts, and feels are the products of interacting genetic and environmental influences. (Afolabi, 2011)

Type A is one of the few personality characteristics that has been previously studied in relation to WFC. Individuals who exhibit Type A behavior are characterized as being ambitious, competitive, impatient, and aggressive or hostile. Individuals lacking these characteristics are relaxed and patient, and are referred to as Type B (Spence, Helmreich, & Pred, 1987). Type A individuals experience a keen sense of time urgency, are more likely to be involved in conflict with coworkers, more overloaded at work, and more likely to be overcommitted than Type B individuals (Baron, 1989; Jamal & Baba, 1991; Strube, 1991). According to the study of Bruck *et al.*... Type A behavior would be more likely to relate to WFC than would the achievement striving dimension.

## III. LOCUS OF CONTROL

Internal-external LOC refers to an individual's beliefs that she or he has control over events (Phares, 1968; Ritchie & Phares, 1969; Rotter, 1975; Terborg, 1985). Internals generally believe they are primarily responsible for and in control of what happens to them; externals generally believe mainly other people or forces beyond themselves determine major events in their lives. Previous research (e.g., Harari, Jones, & Sek, 1988; Kirkcaldy & Cooper, 1992; Spector & O'Connell, 1994) showed that internals tended to report more stressors and strains than internals.

The single personality characteristic acting as a stress-mediator to which stress researchers have paid the most attention is locus of control (Kobassa, 1993). Control is expressed as a tendency to feel and act as if one is influential (rather than helpless). Individuals with an internal LC believe their reinforcements are contingent on their own behavior, capacities, and attributes. External LC individuals believe their reinforcements are under the control of powerful others, luck, or fate (Rotter, 1966). Internal LC individuals possess a pervasive, enduring feeling of confidence that one's internal and external environments are predictable and that there is a high probability that all things will work out as well as can be expected dependent on their own efforts (Kobassa, & Puccetti, 1983). This implies the perception of oneself as having a definite influence on life events through the exercise of imagination, skill, knowledge, and choice. Internal LC individuals also tend to have higher achievement motivation, be more purposeful and goal-directed, be more extroverted, sociable, active, and less neurotic and dogmatic than externals (Ormel, & Schaufeli, 1991). LC is a strong positive correlate of mental strain. Externals tend to report more negative moods when faced with stressful events. Internals

tend to perceive less stress, and have better coping skills (Arsenault, Dolan, & Ameringen, 1991).

#### IV. WORK-FAMILY CONFLICTS (WFC)

Greenhaus and Beutell (1985) defined WFC as occurring when an individual's efforts to fulfill roles at work interfere with efforts to fulfill roles outside of work and vice versa. Greenhaus and Beutell identified three dimensions of WFC: time-based, strain-based, and behavior-based conflict. Time-based conflict occurs when time spent on activities in one role impede the fulfillment of responsibilities in another role. Strain-based conflict occurs when pressures from one role interfere with fulfilling the requirements of another role. The source of these pressures can arise from either the work (Jones & Butler, 1980) or the family domain (Chadwick, Albrecht, & Kunz, 1976; Eiswirth-Neems & Handal, 1978; Holahan & Gilbert, 1979). Lastly, behavior-based conflict occurs when behaviors performed in one role are difficult to adjust to be compatible with behavior patterns in another role. As underscored by the dimensions of WFC, conflict can originate in the workplace and interfere with the family (WIF conflict), or conflict can originate in the family and interfere with work (FIW conflict). Thus, the nature of WFC is that it is bidirectional and that it consists of time-based, strain-based, and behavior-based conflict.

Work-family conflict (WFC) has become a growing topic of interest among researchers due to its implications for both organizations and employees (Allen, Herst, Bruck, & Sutton, 2000). The majority of WFC research to date has focused on the consequences of WFC, and two recent reviews have identified multiple work-related, non work-related, and stress-related outcomes associated with WFC (Allen et al., 2000; Kossek & Ozeki, 1998).

The dominant theoretical approach has been based on role theory (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964) and the examination of role variables such as role conflict, role ambiguity, and role overload (Aryee, 1992; Bacharach, Bamberger, & Conley, 1991). Another area of focus has been on demographic factors such as gender, marital status, and number of children (Greenhaus, Collins, Singh, & Parasuraman, 1997), and number of hours worked per week (Burke, Weir, & DuWors, 1980). Although these studies have provided significant insights into the causes of WFC, the address of personality factors on WFC is less. Bruck et al.'s study was to further investigate correlates of WFC through an examination of the relationships between dispositional or personality variables and WFC. Specifically, Type A behavior and negative affectivity are the only two dispositional variables that have garnered research attention in relation to WFC (Burke, 1988; Carlson, 1999; Frone, Stoeva et al., 1992).

#### V. COPING

The process of coping is a stabilizing factor that helps individuals maintain psychosocial adaptation during stressful episodes (Holahan, & Moos, 1987). This process is complex but it is directed toward moderating the impact of life events on

individual's physical, and social functions (Billings, & Moos, 1981).

Coping with stressful events is viewed as a dynamic process consisting of the environmental Stressors (i.e. demands, constraints), a cognitive appraisal process, levels of stress experienced psycho-physiologically/behaviorally, and coping responses, behaviors, or styles (Lalack, 1986). The bulk of this discussion will deal with the appraisal process and work done on coping responses, behaviors, or styles.

Folkman and Lazarus (1984, 1985, 1988) developed the cognitive theory of psychological stress and coping. It views the process as transactional in that the person and the environment are in a dynamic, mutually reciprocal, relationship. In order for individuals to experience stress, they first must appraise the situation as threatening or challenging. Cognitive appraisal is the process whereby the person evaluates whether an encounter with the environment is relevant to his or her well-being, and in what way (Folkman, Lazarus, Gruen, & DeLongis, 1986). The process of appraisal actively negotiates between the demands of the environment and the goals and beliefs of the individual.

Appraisal consists of both primary and secondary appraisal. In primary appraisal, the individual evaluates whether he/she has anything at stake in an encounter with the environment. It is the interpretation of the situation, rather than some objective quality of the situation, that determines its stressfulness to the individual. Secondary appraisal is the process of thinking of responses to a situation deemed threatening or challenging. It involves judgments regarding available options. Various coping options are evaluated for their worth and chance of success in a particular situation.

Appraisal is affected by both situation and person factors. One of the main points made by Folkman and Lazarus (1984) though, is that one's beliefs about one's mastery over the environment may have significant effects on threat or challenge appraisals. LC is related to beliefs about mastery of the environment and is thought to affect the appraisal process and influence the coping responses made. This will be discussed in more detail later, but generally internal LC individuals are less likely to report being threatened by a Stressor and more accepting of Stressors deemed unchangeable (Vitaliano, Russo, & Maiuro, 1987).

Internal LC individuals tend to have better coping skills than externals (Arsenault, et al., 1991). They tend to use more instrumental strategies and engage in less task-irrelevant self-preoccupation (Solomon, 1988). As Pinwall and Taylor (1992) believe that an internal LC leads people to adopt active coping strategies by contributing to a sense of self confidence needed to confront problems directly. The trait approach to coping (Bolger, 1990; Holahan, & Moos, 1986) assumes that coping responses are a property of the person and are influenced by biology, personality, learning, and socialization. In the trait approach, coping responses are referred to as coping styles- any pattern of coping behavior which an individual exhibits over the longer-term, resulting either from the way the individual tends to appraise events, or from semi-habitual behavior (Newton, & Keenan, 1990). These long-term coping styles may exist relatively independently of the environment, and they might also be conditioned through learning the relative efficacy of different

coping responses. This definition of coping styles acknowledges that people may have a tendency to cope in a certain way over time. This coping style may result because the person tends to appraise events in a certain way, because they have a tendency to behave in a certain way, or the coping style may be a product of existence in a certain type of environment (e.g. very high demand environment).

In the trait approach to coping, people do not approach each coping context anew, but bring a preferred set of coping strategies that remains relatively fixed across time and circumstances. Certain personality dispositions in fact, such as internal LC, constructive thinking, self-confidence, learned resourcefulness, self-efficacy, optimism, a desire for mastery, and hardiness all appear related to certain coping styles (Lazarus, 1993) that will be discussed later. These facets of personality affect a variety of factors in the coping situation to include range of coping responses considered, interpretation of the stressful event, and effort expended on coping.

Even Folkman and Lazarus (the major proponents of the process approach to coping) admit that there are relatively stable coping styles and that to understand stress, we must consider individual differences in motivational and cognitive variables which intervene between the Stressor and the reaction (Lazarus, 1993). Buntrock and Reddy (1992) provide further argument for studying coping styles. Even though appraisal can change throughout a stressful encounter as a result of the bidirectional influence of the person and the environment, and the environment/situation is important to consider in understanding the coping process, focusing on change does not preclude investigating the influence of personality traits on the coping process. They argue that looking at only one specific stressful encounter makes it difficult to determine whether or not a coping strategy is effective. A single coping strategy may be effective in only some domains. (Douglas, 1995)

#### VI. A AND B TYPE PERSONALITY & LOCUS OF CONTROL ARE COMBINED FACTORS

Robbins et al. (1991) found that stress-related problems correlated only with negative affect characteristics- low self-esteem, pervasive dissatisfaction, disgust, anger, irritability, hostility, and guilt, but not achievement strivings. The hostility and irritability components of Type A behavior (reflecting anger, and an obsession with time) have been most often linked to stress-related illnesses. Pred, Spence, & Helmreich (1987) found that impatience and irritability, but not achievement strivings, were positively correlated with somatic self-complaints.

As per the theoretical aspect on locus of control Internal LC individuals possess a pervasive, enduring feeling of confidence that one's internal and external environments are predictable and that there is a high probability that all things will work out as well as can be expected dependent on their own efforts (Kobassa, & Puccetti, 1983 ). Internal LC individuals also tend to have higher achievement motivation, be more purposeful and goal-directed, be more extroverted, sociable, active, and less neurotic and dogmatic than externals (Ormel, & Schaufeli, 1991).

LC is a strong positive correlate of mental strain. Externals tend to report more negative moods when faced with stressful

events. Internals tend to perceive less stress, and have better coping skills (Arsenault, Dolan, & Ameringen, 1991).

These studies elaborate the relationship between A Type personality characteristics and the external locus of controllers' behavioral characteristics are most frequently common. And the relationship between internal locus of control and B type personality; external locus of control and A type personality is inevitable. Yet, it is proven Locus of control and A/B type personalities are combined and they act simultaneously for a given external situation.

#### VII. LOCUS CONTROL AND WFC

Little attention has been paid to the effects of personality factors on work-family conflict. Only lately have researchers considered the role of individual difference variables in the work-family link ( Carlson, 1999; Noor, 2003). The study by Carlson (1999) showed that Type A and negative affectivity (NA) explained for significant additional variance beyond those attributed by the role variables (role ambiguity and role conflict) in the work and family domains. In addition, Stova et al. (2002) examined the mechanisms by which NA influenced work-family conflict and found that NA played both mediator and moderator roles in the relationship between role stress (job stress and family stress) and work-family conflict. The study by Noor (2002) used another personality variable that of locus of control, in the relationship between work-family conflict and well-being to examine the different pathways control can impact upon well-being. However, in this case, work-family conflict was considered as the antecedent, rather than the outcome variable.

Locus of control, the generalized belief on the part of the individual concerning the extent to which outcomes are determined by internal factors (such as personal effort and ability) as opposed to external ones (such as fate, chance or powerful others), is chosen as the personality variable of interest in this study. Past studies in the areas of both work and general life stresses have indicated the beneficial effect of internal control beliefs on well-being (Frese, 1989). Following from this reasoning, a sense of control should be associated with less work-family conflict. While control is a personality trait, it may also reflect the degree to which individuals actually does have control over the environment.

An individual learns through social interaction and personal experiences whether his/her actions and efforts affect outcomes or not. In addition, locus of control has been shown to moderate the relationship between stress and mental health outcomes (Parkes, 1994). The review by Cohen and Edwards (1989) concluded that locus of control is the personality characteristic that provides the most consistent and the strongest evidence of stress-moderation. In this case, external control was found to act as a vulnerability factor. Having supportive workplace policies offers workers the opportunities to exercise initiative and independent judgment, giving them a sense of autonomy and control within the workplace. A sense of control originating within the workplace may promote feelings of efficacy and effectiveness in coping with the environment leading to less work-family conflict being experienced.

### VIII. COPING, LOCUS OF CONTROL AND PERSONALITY

Evidence has accumulated indicating that various personality characteristics, such as locus of control and optimism, are related to how people cope with stress (Lefcourt, 1980). For example, an optimistic orientation has been associated with increased problem-solving efforts (Scheier & Carver, 1987), especially in controllable situations (Scheier et al., 1986). Also, internal locus of control beliefs have been found to be associated with increased problem-focused coping or more adaptive coping (Anderson, 1971; Parkes, 1984).

The cognitive-relational theory of stress (Lazarus & Folkman, 1984) postulates that the effects of personality on coping are mediated by cognitive appraisal. More specifically, secondary appraisal (Lazarus, 1966; Lazarus & Launier, 1978) has been hypothesized as playing an important mediating role. A major function of secondary appraisal is to determine what can be done about a stressful event, or whether it is controllable (Wong & Weiner, 1981). Control appraisals assess whether personal coping resources are capable of meeting situational demands (Folkman, 1984).

### IX. THE RELATIONSHIP AMONG COPING, LOCUS OF CONTROL, STRESS AND CONFLICTS

A positive association between appraisal of the situation as controllable (changeable) and problem-focused coping has been reported in several studies (Bachrach & Zautra, 1985; Folkman & Lazarus, 1980; Folkman, Lazarus, Dunkel-Schetter) .However, Forsythe and Compas (1981) found that perceived control of an event was associated with problem-focused coping for major life events but not for daily problems. Furthermore, conflicting results have been obtained concerning the relation between control appraisals and other types of coping (e.g. Folkman & Lazarus, 1985; Stone & Neale, 1984).

Coping schemas represent generalized knowledge about which coping strategies are effective in common stressful situations. The objective of coping schemas is to reduce stress and resolve problems. When a person is faced with a stressful situation, coping schemas determine the specific coping strategies to be utilized. The selection of coping strategies is based on accumulated knowledge of the characteristics of situations, coping responses available, and the effectiveness of these coping strategies for different situations. Each coping schema is a fuzzy category of the coping strategies most effective for a given type of situation. Therefore, once a coping schema is activated, the coping strategies most representative of the schema or most typically effective will be selected (Peacock, 1996).

Reker & Wong (1984b) proposed a two dimensional view of optimism: people's expectation of positive outcomes can be based on either confidence in one's own efficacy or an expectation of good fortune. Both internally based optimism (e.g. perceived self-efficacy) and externally based optimism (e.g. belief in good luck) may contribute to the expectation of positive outcomes (Marshall & Lang, 1990; Reker & Wong, 1984)

According to the congruence model introduced by Peacock, Wong, & Reker in 1993, locus of control beliefs and optimism affect coping primarily through their impact on control appraisals. For example, a person with strong internal control

beliefs is more likely to view a stressful situation as personally controllable and this appraisal will result in increased problem-focused coping efforts. (Peacock & Wong, 1996) This renders that the internal locus of controllers are more likely to cope up with stresses and conflicts in a positive way while they are emotionally controllable. Similarly, an optimistic individual, who expects positive outcomes, is also likely to view a problem as manageable and consequently engage in more problem-focused coping.

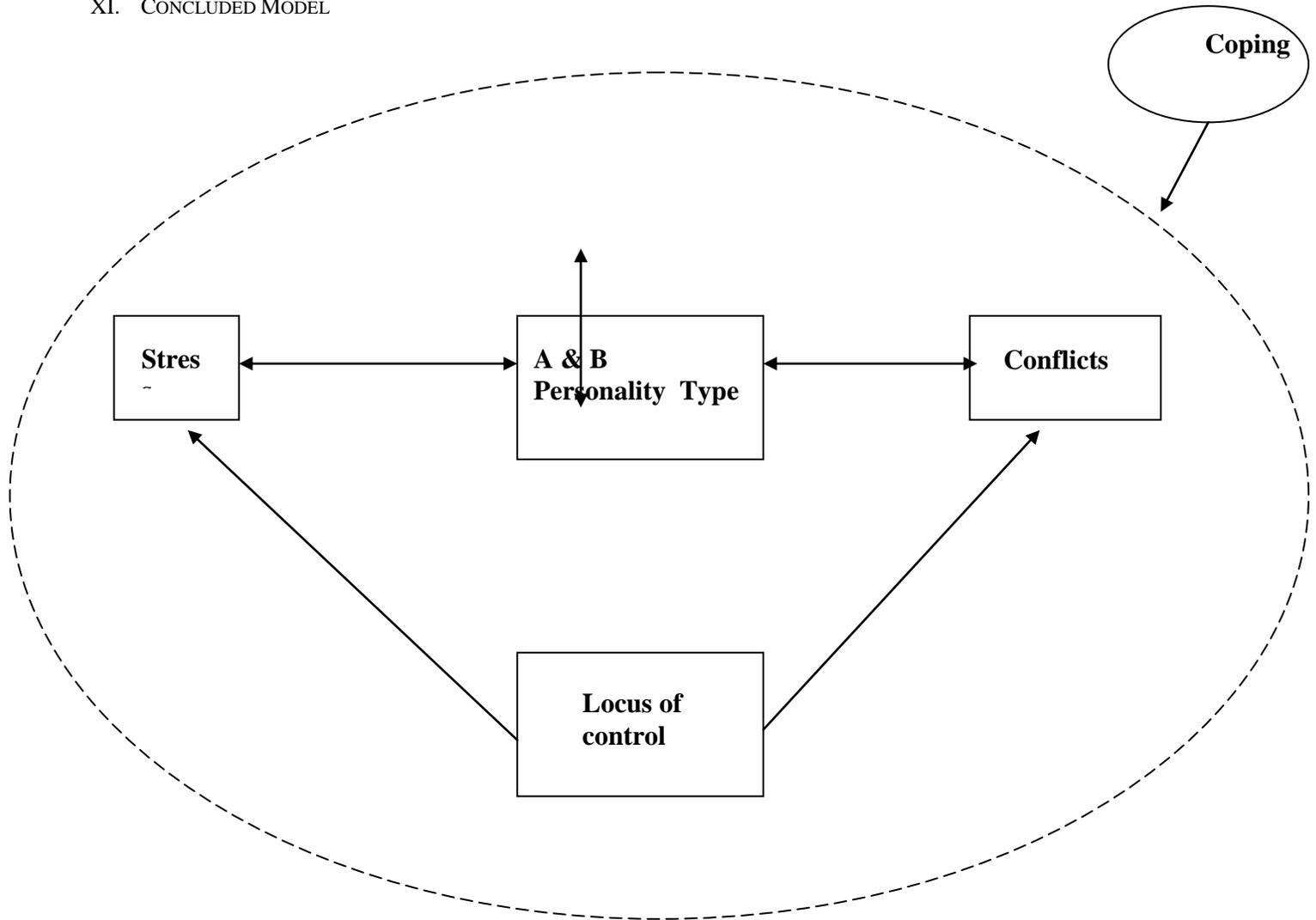
Much research shows the relation between LC and stress. Antonovsky (1979) proposed the construct of stress-resistance resources (a combination of internal locus of control and a supportive social network) as the most beneficial moderator of stress. Pilisuk and Montgomery (1993) feel that LC may be the central psychosocial variable in resistance to stress-related illness. They found that an external LC was related to a greater number of stress-related somatic symptoms than an internal LC, and that LC was a reliable predictor of stress-related physical symptoms. These authors believe that one's sense of control may affect the types of coping strategies used and this is the link between LC and stress. LC orientation may influence reactions to Stressors through use of specific types of coping strategies.

### X. RATIONALE

The literature elaborate A and B personality type and locus of control are glued combined factors. And these psychological states rise simultaneously in a particular external situation. Therefore, the researcher discusses LC and A/B personality type as a combined factor in the paper. Further, deriving personality characteristics from LC behavioral characteristics the researcher discusses the relationship between LC and stress; personality and stress; WFC and LC and how coping strategies balance all the factors. Most of the authors developed models and discussed theories on how conflicts and which type of conflicts lead to stress and which type of stressors. Here, the researcher by reviewing different authors' findings derived a model in order to elicit the relationship between stress and conflicts. And how stress leads to conflicts and how personality factors affect on each variable. The model renders that the stress cause for conflicts and conflicts cause for stress in vice-versa. Further, the researcher has studied a moderating variable for stress and conflicts; which is A and B type personality factor combining with Locus of control. Therefore, it is considered both LC and A and B personality factors as moderating variables. And the literature proves all variables are influenced by the coping strategies of the people.

According to the social learning theory personality types can be changed with the life experiences and exposures. Hence, when a person gets stress and it moderates by the personality combining LC he is the person who lets that stress in to a conflict or not. It is vital to study individual differences and make an environment where people do not expose to a conflicting climate. Especially, organizations which take their transformation in to a learning organization should recognize the individual differences since the organization itself can create a place where people do not engage in conflicts by changing their surroundings. And the social learning theory is a rational and vital practice to study in doing the change in people by changing their personalities.

## XI. CONCLUDED MODEL



## XII. CONCLUSION

The researcher has elaborated the relationship between stress and conflicts via getting a combined moderating variable (A and B type personality and LC). Thus, the paper presents the vitality of managing personality characteristics in order to prevent potential conflicts and unnecessary illnesses due to stresses. According to the reviewed literature and through a thorough study of relationships of each variable the researcher develops a model to exhibit the relationship between each variable and how stress leads to conflicts via personalities and coping. The model renders that a person who can manage his emotions can control his own stresses while coping in a positive way. Either he would be able to cope-up or tolerate the external cause since stresses are psychological rather physiological according to the literature. Cope –up controls the human psychology towards an external stimulus or stimuli. Thus, there are many ways of balancing A and B type personality traits and locus of control situations rather sticking to extremes. According

to Rotter none of the personality types or type of the Locus of control is not right or wrong. They are only psychological states. The needed factor is maintaining a balanced behavior rather expecting too much, being over estimated or being depend on fate, being too much easy going. That is known to be stress management and conflict management. Regardless the occasion, situation or on a time knowing the root cause for conflicts and stresses gives a countless value since it leads to inner peace. Whenever, a person is internally peaceful, calm and self well-behaved the external stimuli cannot make a sabotage to the inner peace or to the psychology of the particular. There, it leads to reduced stressors and conflicts in organizations, families, in relationships and within the person. The paper presents the model to emphasize the vitality of knowing the root cause of these stresses and conflicts for the management of the root causes by developing coping strategies. These strategies can be either problem focused or emotion focused. Taking decisions are sudden and unexpected. Yet, it determines by the personality and the locus of control simultaneously. Practice makes everyone better. Therefore, practice of balancing these moderating factors

would be much important rather moving to take any action in order to prevent stresses or conflicts. Because it is always advisable that “prevention is better than cure”.

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