MODERATING EFFECT OF PROACTIVE PERSONALITY ON THE RELATIONSHIP BETWEEN DOMINATING CONFLICT -HANDLING STYLES AND EMPLOYEES' PERFORMANCE IN PUBLIC UNIVERSITIES OF NORTH-WESTERN NIGERIA.

Yusuf Abdulhakeem, Adamu Yahaya Ph.D & Prof Suleiman Abubakar Sadiq
Department of Business Management,
Faculty of Management Sciences,
Federal University Dutsin-Ma. Katsina State.
Corresponding Author- ayusuf21@fudutsinma.edu.ng

Abstract

Conflict is a recurring aspect of organizational life, with significant implications for employee performance. This study investigates the effect of the dominating conflict-handling style on employee performance and examines the moderating role of proactive personality, focusing on public universities in North-Western Nigeria. Grounded in Dual Concern Theory, the study posits that individual proactivity influences the effectiveness of conflict strategies in shaping performance outcomes. Using a quantitative, cross-sectional design, data were collected from academic and non-academic staff across selected federal and state universities via standardized questionnaires. Analysis using Partial Least Squares Structural Equation Modelling (PLS-SEM) showed that the dominating style significantly influences performance, while proactive personality (PP) emerged as the strongest direct predictor. Importantly, PP significantly moderated the DOM–performance link, suggesting that proactive individuals manage conflict more constructively. The study recommends conflict management training tailored to personality traits, promotion of proactive behaviors in recruitment and development, and a move away from one-size-fits-all conflict resolution. Theoretically, it integrates personality into conflict–performance models; practically, it underscores the importance of context-sensitive, personality-aware conflict management in educational settings.

Keywords: Dominating, Conflict, Proactive Personality, Employees' Performance

1.1 Introduction

Employees are the lifeblood of any organization. Their performance, motivation, and engagement not only drive productivity but also shape the long-term success and sustainability of the institution. In recent years, research has increasingly emphasized the importance of investing in employee well-being and development as a strategic tool for maintaining competitiveness. For instance, Jones and Jones (2023) found that organizations that prioritize employee engagement and growth experience higher productivity and reduced staff turnover. Similarly, Smith et al. (2022) reported that employees who feel valued and supported are more committed to achieving organizational goals, leading to innovation and sustained performance.

Organizations that invest in their workforce typically benefit from increased job satisfaction, stronger retention, and enhanced outcomes (Armstrong & Taylor, 2020). As such,

understanding the factors that influence employee performance is critical—particularly in sectors that rely heavily on human capital, such as higher education.

Universities, especially, hold a unique position. Beyond their role as academic institutions, they act as engines of knowledge creation, innovation, and national development. Globally, higher education institutions are vital contributors to economic progress and social mobility. According to UNESCO (2020), more than 235 million students were enrolled in tertiary education worldwide in 2020, underscoring the growing global demand for higher education.

Despite this pivotal role, universities, particularly those in developing countries like Nigeria, face persistent challenges that undermine their performance. Public universities in Nigeria, for example, often struggle with underfunding, poor infrastructure, administrative bottlenecks, and frequent conflict (Afolabi & Ogunode, 2021; Tamunomiebi & John-Eke, 2020). These issues directly affect the morale, effectiveness, and overall performance of employees in academic institutions.

Conflict, in particular, is an inescapable part of organizational life. It stems from differences in values, goals, interests, or expectations among individuals and groups (Rahim, 2022). Within public universities, especially in contexts marked by limited resources and bureaucratic complexity, conflict is heightened by hierarchical structures, competing demands, and overlapping responsibilities. How these conflicts are managed can significantly influence employee motivation, satisfaction, and overall institutional success (Ogunyemi & Okeowo, 2022). However, conflict-handling outcomes are rarely one-size-fits-all.

One common conflict-handling style in organizational settings is **dominating**. The **dominating** style, characterized by high assertiveness and low cooperativeness, typically involves one party, often someone in authority, imposing their solution on others (Thomas, 2023). While this can lead to fast decisions in structured settings, it may also suppress dialogue and damage relationships in more participatory environments like universities (Mensah & Boateng, 2022). Interestingly, research on the link between these conflict-handling styles and employee performance has produced mixed findings. Some studies suggest that dominating styles drive productivity through decisiveness and task focus (Clark & Nguyen, 2020; Chin & Lee, 2023; Smith & Green, 2020), while others argue they harm collaboration and morale (Eze & Agbo, 2023; Johnson & Brown, 2021; Tariq et al., 2023). These inconsistencies suggest that conflict-handling styles do not function in isolation, they are likely shaped by individual traits.

One promising individual-level variable is **proactive personality,** which refers to the tendency to take initiative, anticipate future problems, and persistently drive change (Crant, 2022). People with proactive personalities are generally better equipped to navigate conflict, whether they confront it directly or sidestep it tactically (Yuan & Wang, 2023). As such, proactive personality may help explain why some employees thrive even under dominating conflict conditions while others struggle.

This perspective is especially relevant in the Nigerian public university system, which is often characterized by industrial disputes, inadequate funding, and administrative strain (Adebayo & Usman, 2023). In the North-Western region, these issues are further compounded by insecurity, infrastructure deficits, and high workloads, creating a breeding ground for workplace conflict. Unfortunately, most conflict resolution efforts in these settings tend to be reactive and overlook individual differences in how employees cope with conflict (Eze & Agbo, 2023).

Given this backdrop, the present study explores the **moderating effect of proactive personality** on the relationship between **dominating conflict-handling styles** and **employee performance** in public universities in North-Western Nigeria. This research addresses key gaps in the literature while shedding light on how individual personality traits, particularly proactive personality, shape the link between conflict-handling styles and employee performance. The insights gained aim to improve conflict management strategies and boost employee effectiveness in higher education institutions.

1.2 Research Questions

This paper was guided by the following research questions:

i. What is the relationship between dominating conflict-handling styles and employees' performance in public universities of North-Western Nigeria?

ii. What is the relationship between proactive personality and employees' performance in public universities of North-Western Nigeria?

iii. How does proactive personality moderate the relationship between dominating conflict-handling styles and employees' performance in public universities of North-Western Nigeria?

2. Literature Review

This section provides a review of literature related to employees' performance, dominating conflict-handling styles.

2.1 Concept of Employee Performance

Employee performance has been conceptualized by various scholars, reflecting its multifaceted nature. Ibrahim and Olayemi (2023) define it as the extent to which an individual fulfills their job responsibilities in alignment with organizational expectations, targets, and standards. Similarly, Chen and Zhang (2021) describe employee performance as the quality, efficiency, and consistency with which employees' complete tasks and contribute to team and organizational goals.

In a more comprehensive view, Mensah and Boateng (2022) highlight that employee performance is a multidimensional construct encompassing task execution, interpersonal collaboration, problem-solving, and innovation within the workplace. Supporting this notion, Usman and Adebayo (2023) conceptualize it as the observable and measurable behaviors and outcomes that indicate an individual's capacity to meet or surpass role-based objectives.

For the purpose of this study, employee performance is conceptualized as a unidimensional construct that encompasses task efficiency, contextual adaptability, teamwork, innovation, and ethical behavior, each contributing to both individual success and organizational effectiveness.

2.2 Dominating Conflict-Handling Styles

The dominating conflict-handling style has been widely examined in conflict management literature, often viewed through the lens of assertiveness and self-interest. Ayoade and Okonkwo (2023) describe this style as a competitive approach in which individuals prioritize their personal goals and interests over those of others, typically employing assertive behaviors to control the outcome of a conflict. In a similar vein, Chen and Liu (2022) characterize the

dominating style as a conflict response marked by high self-concern and low concern for others, frequently demonstrated through unilateral decision-making and power assertion.

Further expanding on this perspective, Zhang et al. (2021) conceptualize the dominating style as a strategy wherein individuals utilize coercive or authoritative tactics to impose their preferred solutions, an approach often observed in hierarchical or time-sensitive settings. Complementing this view, Nasir and Yusuff (2022) explain that dominating is a task-oriented style driven by a desire for control, competitiveness, and urgency, typically embraced by those who perceive conflict in win–lose terms.

For the purpose of this study, the dominating conflict-handling style is defined as a high-assertiveness, low-cooperativeness approach wherein individuals prioritize their own goals, often using authority, pressure, or unilateral decision-making to resolve conflict—frequently at the expense of collaboration or long-term interpersonal harmony.

2.3 Concept of Proactive Personality

Proactive personality is widely regarded in organizational behavior literature as a key individual trait that influences initiative-taking and change-oriented behavior. Li and Zhang (2021) define it as a stable disposition that motivates individuals to take initiative, challenge existing norms, and actively influence their environment in meaningful ways. Similarly, Olaoye and Adebisi (2023) describe proactive personality as a tendency to identify opportunities, take anticipatory actions, and persist in achieving set goals, even when confronted with resistance or uncertainty.

Expanding on this, Chen et al. (2022) views proactive personality as a motivational trait that propels individuals toward future-focused actions aimed at shaping both personal and organizational outcomes. In line with this perspective, Mensah and Boateng (2022) further emphasize the anticipatory nature of this trait, noting that proactive personality involves a natural inclination to foresee potential challenges and implement solutions before problems arise thereby fostering innovation and operational efficiency. Supporting this view, Eze and Nnamdi (2022) characterize proactive personality by self-starting behavior, long-term goal orientation, and the capacity to influence one's surroundings effectively.

For the purpose of this study, proactive personality is defined as a future-oriented, self-driven behavioral trait characterized by initiative, persistence, and the capacity to influence and improve one’s work environment through anticipatory and constructive actions.

2.5 Theoretical Framework

This study draws on three interrelated theories, **Dual Concern Theory, Trait Activation Theory,** and the **Interactionist Perspective of Organizational Behavior**, to provide a well-rounded understanding of how conflict-handling styles relate to employee performance, and how this relationship is shaped by the proactive tendencies of individuals.

2.5.1 Dual Concern Theory

The **Dual Concern Theory,** introduced by Pruitt and Carnevale (1993), helps explain how people typically respond when faced with conflict. The theory suggests that individuals consider two main things: how much they care about their own needs and how much they care about the needs of others. These concerns combine in different ways to produce five common

conflict-handling styles, **dominating, integrating, avoiding, obliging**, and **compromising.** This theory is fundamental to the current study because it provides the lens through which we view conflict-handling as a behavioral choice that can significantly affect workplace outcomes like employee performance.

2.5.2 Trait Activation Theory (TAT)

Building on the dual concern theory, the **Trait Activation Theory (TAT)** developed by Tett and Burnett (2003) offers insight into **when and why personality traits matter.** According to this theory, people don't express all their traits all the time, certain traits become active only when the situation calls for them. In the case of this study, workplace conflict serves as one of those situations that can activate an employee's **proactive personality**. Proactive individuals tend to take initiative, embrace responsibility, and seek out opportunities to improve their work environment. When conflict arises, these individuals are more likely to respond constructively, using it as a chance to demonstrate leadership or drive change. Thus, proactive personality is positioned in this study as a **moderator,** a factor that may strengthen or weaken the link between how conflict is handled and how well an employee performs.

2.5.3 Interactionist Perspective of Organizational Behavior

The third theory, the **Interactionist Perspective of Organizational Behavior,** provides a broader view of human behavior in the workplace. Rooted in the work of Kurt Lewin (1936), who famously proposed that **behavior is a function of both the person and their environment (B = f(P × E)),** this perspective reminds us that neither personal traits nor environmental factors alone can explain behavior. Instead, it is the **interaction between who someone is and the environment they are in** that truly shapes outcomes. In the context of this research, this means that employee performance is not only influenced by conflict-handling styles or proactive personality in isolation, but by the **dynamic interplay** between the two.

Lastly, **Dual Concern Theory** sheds light on how conflict is managed**, Trait Activation Theory** explains when proactive personality is likely to influence behavior, and the **Interactionist Perspective** ties them together by emphasizing the importance of their interaction in shaping performance. Together, these theories provide a robust and comprehensive framework for exploring how employees respond to conflict and how their personal traits can make a difference in performance outcomes.

2.6 Review of Empirical Studies

2.6.1 Dominating Conflict-Handling Style and Employee Performance

Several empirical studies have investigated the relationship between dominating conflict-handling styles and employee performance across various sectors, revealing both positive and negative implications depending on the organizational context and task demands.

Okeke and Nwankwo (2024) explored conflict-handling and employee effectiveness in private tertiary institutions in Eastern Nigeria. The study sampled 280 academic and non-academic staff and analyzed data using SmartPLS 4. Findings indicated that the dominating style improved task completion and role compliance, particularly in highly structured departments, though it was less effective in flexible or participatory settings

Similarly, Chen and Liu (2023) examined the effects of supervisors' dominating styles on employee output in Chinese technology firms. Utilizing a sample of 310 software developers from five firms, data were collected via online surveys and analyzed using multiple regression. The results showed that dominating styles supported short-term task completion but negatively impacted employee creativity and long-term engagement. Tariq et al (2023) examined the influence of dominating conflict-handling styles on employee productivity in Pakistan's textile industry. Using data from 390 factory workers and applying multivariate regression, the study found that the dominating style enhanced compliance and quality control. However, it discouraged employee suggestions, thus limiting avenues for continuous improvement.

In a related Nigerian study, Usman and Adebayo (2023) assessed how managerial conflict styles influenced employee performance in the banking sector. From a population of 520 staff, 400 employees were surveyed. Regression analysis via SPSS indicated that the dominating style positively affected employee discipline and clarity of goals but was associated with diminished employee voice and participation.

Ayoade and Musa (2022) investigated the influence of dominating conflict-handling styles on employee performance in Nigerian public hospitals. The study surveyed 450 medical personnel, yielding 367 valid responses analyzed through Structural Equation Modeling (SEM). The findings indicated that the dominating style had a positive, albeit marginally significant, effect on performance, especially in emergency units where swift decision-making was essential. However, the study also noted that excessive reliance on this style led to reduced team collaboration.

On one hand, **several studies have reported negative effects** of dominating conflict-handling style. For example, Eze and Agbo (2023) examined administrative staff in Nigerian universities and found that dominating styles significantly lowered morale and hindered interdepartmental cooperation, reducing task efficiency. In the Pakistani textile sector, Tariq et al. (2023) found that employees subjected to dominating leadership were less willing to offer suggestions and showed lower productivity due to fear of confrontation.

In Chinese technology firms, Chen and Liu (2023) highlighted that excessive use of dominating tactics curtailed creativity, especially in cross-functional teams. These studies point to the **long-term relational costs** of domination, including psychological withdrawal, team fragmentation, and increased turnover intention, which cumulatively affect organizational effectiveness. Similarly, Mensah and Boateng (2022) observed that dominating behavior among academic staff in Ghanaian public universities reduced collegiality and trust, which negatively affected performance.

These mixed findings underscore that the impact of dominating behavior on performance is **context-sensitive,** influenced by variables such as **task structure, organizational culture, and leadership expectations.** In structured, authoritarian, or crisis-driven settings, domination may enhance clarity and expedite task completion. In contrast, in knowledge-based or collaborative environments, domination may foster resistance, disengagement, or passive compliance.

2.4.3 Proactive personality and employees' performance

Vast studies on the link between proactive personality and employees' performance reported a strong positive relationship. For instance, Yusuf et al. (2024) conducted an in-depth

investigation into the intricate dynamics between proactive personality traits and employee performance within Nigerian federal universities, with a particular emphasis on the Federal University Dutsin-Ma (FUDMA), Katsina State. The study utilized a purposive sampling technique to select a representative sample of 360 employees from a broader population of 3,356. Employing multiple regression analysis, the findings underscored the significant positive influence of proactive behaviors most notably, initiative-taking, adaptability to organizational changes, and the persistence to achieve defined objectives on enhancing employee performance.

Furthermore, Anderson and Johnson (2023) carried out research in the United States to investigate the effect of proactive personality on –EP among IT professionals. Utilizing a cross-sectional survey, they sampled 400 out of 800 professionals and employed Structural Equation Modeling (SEM) for data analysis. Their findings clearly demonstrated that proactive personality significantly and positively influences employee performance within the IT sector. Similarly, Brown and Green (2022) investigated this relationship within the retail industry in Australia. They conducted a survey with 350 out of 700 retail employees and applied Multiple Regression Analysis. The results of their study further affirmed a direct and positive relationship between proactive personality and employee performance among retail employees.

In parallel, Davies and Parker (2022) explored the effect of proactive personality in the healthcare sector within the United Kingdom. This cross-sectional survey involved 250 out of 500 healthcare workers, and SEM was used for data analysis. Their research confirmed that proactive personality is indeed a significant predictor of employee performance within the healthcare sector.

2.6.4 Moderating Effect of Proactive Personality on the Relationship Between Conflict Handling Styles and Employee Performance

A moderator, as defined by Baron and Kenny (1986), is a variable that influences the strength or direction of the relationship between an independent and a dependent variable. In the context of conflict-handling styles and employee performance, past research has explored several moderators, including emotional intelligence, psychological safety, LMX, job autonomy, gender, organizational climate, team cohesion, emotional labor, and work-life balance (e.g., Almeida & Silva, 2023; Chen et al., 2020; Li et al., 2021; Gonzalez-Mulé & Cockburn, 2021; Singh & Sharma, 2021).

However**, no known study has examined proactive personality as a moderator** in this relationship, despite evidence linking it consistently to improved performance. Proactive individuals typically take initiative, anticipate challenges, and seek improvement opportunities—traits that enhance job performance (Brown & Green, 2023; Singh & Patel, 2023).

In various organizational contexts, proactive personality has moderated relationships between factors such as LMX, motivation, engagement, and performance (e.g., Singh & Gupta, 2020; Oliveira & Souza, 2020; Robinson & Edwards, 2021). It has also been shown to intensify negative effects under stressors like work overload and job insecurity (Parker & Williams, 2021; Yahaya & Senin, 2021; Gaillard & Walthéry, 2021).

These findings suggest that **proactive personality can either buffer or amplify the effects of workplace dynamics on performance**, depending on context. Accordingly, the present study proposes that proactive personality moderates the relationship between **dominating conflict-handling styles** and **employee performance (**Yusuf et al., 2024). It is expected that highly proactive employees may better manage the negative effects of less constructive conflict styles, whereas those low in proactivity may be more adversely affected.

3. Methodology

This study employed a cross-sectional descriptive survey design to gather data from respondents at a single point in time. This design was appropriate as it enabled the collection of accurate, systematic, and factual data without influencing participant responses (Swain, 2008). The population of this study is 15,038 staff of six randomly selected public universities in North western Nigeria. To ensure a balanced and representative sample for this study, a multi-stage sampling technique was adopted. The process began by purposively dividing the study area into three distinct strata based on common characteristics, as supported by prior studies, (for instance, Dembele, 2023 and Igbinoba et al., 2023). Within each stratum, federal and state universities were identified separately. One federal and one state university were then selected from each stratum using simple random sampling. This approach was chosen to avoid any dominance by one type of institution and to minimize selection bias, as noted by Dada (2020). The result of this process was the selection of six universities: three federals; Usman Dan Fodio University, Bayero University Kano, and Federal University Dutsin-Ma; and three state; Umaru Musa Yar'adua University, North-West University Kano, and Sokoto State University. This ensured a diverse and representative institutional mix across the study area.

In the second stage, a proportionate sampling technique was employed to allocate questionnaires to each university based on their staff size. This helped reflect the actual size of each institution's workforce and enhanced the representativeness of the data. At the third stage, proportionate sampling was again applied; this time to distribute the questionnaires between academic and non-academic staff, recognizing that differences in job roles may influence how individuals experience workplace conflict. This approach aligns with the recommendations of Etikan and Bala (2017), who emphasize the importance of including all relevant subgroups in appropriate proportions.

The final stage of the sampling process involved purposive sampling to select individual respondents. The focus was placed particularly on employees in administrative roles, as they are more likely to encounter workplace conflict due to their exposure to managerial tasks, interdepartmental communication, and organizational pressures. This strategy was informed by Patton (2002), who highlighted the value of purposive sampling in selecting information-rich cases that provide deep insights into the research problem.

The required sample size was determined using Krejcie & Morgan (1970) table for determining sample size., resulting in 377. To accommodate possible non-responses, a 100% buffer was added, yielding a final sample size of 754. Data collection was conducted using a self-administered questionnaire, which was distributed to both teaching and non-teaching staff. The questionnaire was structured into five sections (A–F), covering demographic information and core items measuring the study variables, all using a 5-point Likert scale to ensure consistency in responses. For the analysis, descriptive statistics were used to summarize demographic data,

while Partial Least Squares Structural Equation Modeling (PLS-SEM) with the support of SmartPLS 4.0 (Ringle et al., 2024) software was employed to test the hypotheses.

Table 3.1: Population of the study

University	Teaching	Non -Teaching	Total
Bayero University Kano	1,721	2,898	4,619
Federal University, Dutin-Ma	1,000	2,442	3,442
Usman DanFodio, University, Sokoto	1,557	2,115	3,672
Umaru Musa Yar'Adua University	613	547	1,160
Northwest University Kano	566	895	1,461
Sokoto State University	350	334	684
TOTAL	**5,807**	**9,231**	**15,038**

Source: (BUK -via www.buk.edu.ng on 19/3/2025; FUDMA -Via registry dated 18/3/2025; UDU -Via published Visitation panel report @ 2023; UMYUK-Via www.umyuk.edu.ng @ 30/3/2025; NWU-Via www.nwu.edu.ng & published academic planning @ 17/4/2025; SSU-Via www.ssu.edu.ng ; https://copsun.org/@ 18/01/2025).

3.1 Measurement of Variables

To measure the study variables, validated and widely adopted scales were employed, each tailored to reflect the dimensions of dominating CHS, proactive personality and employee's performance. The dominating –CHS were measured using five items adopted from Rahim (1983). The proactive personality was measured using Proactive Personality Scale (PPS) by Crant & Kraimer (1999). Employees' performance was measured using Individual Work Performance Questionnaire (IWPQ) developed by Koopmans et al. (2014). The (IWPQ) is a widely used and validated scale that can be adapted to measure overall employee performance as a single dimension. In all, respondents were asked to rate their view on a scale 1 to 5, with 1 meaning strongly disagree and 5 meaning strongly agree.

To ensure content validity and refine the instrument for clarity and relevance, a **pilot test** was conducted with **75 teaching and non- teaching staff of Kaduna state university,** in line with

the **10% rule of thumb** for pilot studies as suggested by **Connelly (2008)**. Feedback from the pilot test was used to make minor adjustments to the questionnaire where necessary.

Furthermore, to confirm the reliability and validity of the constructs, the study conducted **Assessment of the Measurement Model** (including indicator reliability, internal consistency reliability, convergent and discriminant validity), as well as **Assessment of the Structural Model**, using **PLS-SEM.** These assessments ensured the robustness and statistical soundness of the measurement tools and the hypothesized relationships among constructs.

4.0 Results and Discussion

Out of the 754 distributed structured questionnaires, 425 were returned, representing a response rate of 56.3%. However, upon review, 33 responses were deemed invalid due to incomplete data or failure to meet the inclusion criteria. This response rate exceeds the minimum sample size of 377 suggested by Krejcie & Morgan (1970) for determining sample size. Therefore, the 392 valid responses are appropriate for analysis and discussion.

4.1 Assessment of Measurement Model

The measurement model involved assessing reflective constructs, including composite reliability, convergent validity, and discriminant validity (Hair et al., 2024). As recommended by Hulland (1999), indicators with loadings between 0.40 and 0.70 should only be removed if their exclusion improves composite reliability. In this study, however, all loadings exceeded the threshold, indicating strong item reliability. Figure 4.2 presents the results.

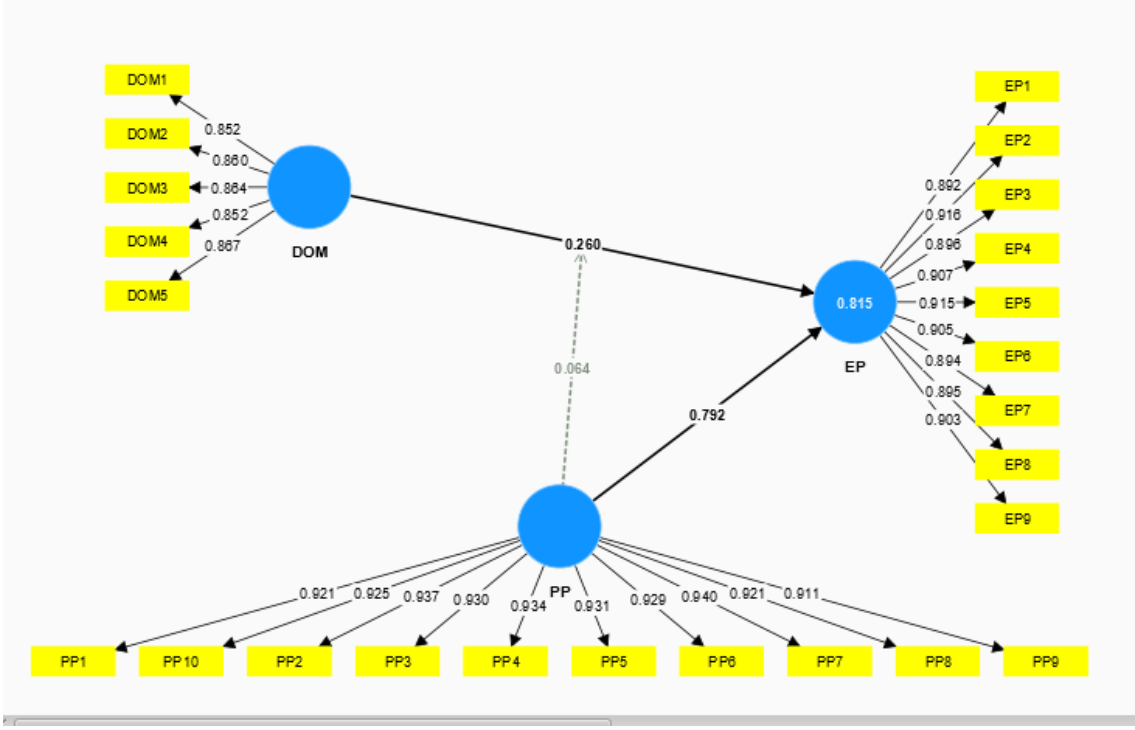

Figure: 4.1 PLS Path Model

Source: Authors computation (2025), using SmartPLS 4.0

4.1.2 Reliability and Validity Assessment

In empirical research, internal consistency, reliability, and validity are essential for ensuring the accuracy and robustness of measurement instruments (Hair et al., 2024). These metrics are particularly important when using multi-item scales to measure reflective constructs, such as Dominating CHS (DOM), Proactive personality (PP) & Employees Performance (EP). For this study, Internal consistency was assessed using Cronbach's Alpha, while construct reliability and validity were evaluated using Composite Reliability, rho_A, and Average Variance Extracted (AVE). The results are summarized in Table 4.2.

Table 4.1 Internal consistency reliability and validity

Construct	Cronbach's Alpha	rho_A	Composite Reliability	Variance Extracted (AVE)
DOM	0.811	0.812	0.834	0.738
EP	0.872	0.872	0.875	0.815
PP	0.882	0.882	0.884	0.861

Source: Authors computation (2025), using SmartPLS 4.0

The reliability and validity of the measurement model were assessed using Cronbach's Alpha, rho_A, Composite Reliability (CR), and Average Variance Extracted (AVE). As shown in Table 4.1, the three constructs, Dominating (DOM), Employee Performance (EP) and Proactive Personality (PP), demonstrated excellent internal consistency. Cronbach's Alpha and rho_A values for all constructs exceeded the recommended threshold of 0.70, indicating strong internal reliability. Additionally, the Composite Reliability scores were above 0.70 for DOM (0.834), EP (0.875) and PP (0.884), confirming a high level of consistency among the indicators. Furthermore, as shown in table 4.2 below, all outer loadings of the reflective constructs DOM, EP & PP are well above the threshold value of 0.708, which suggest sufficient levels of indicator reliability. For Instance, the indicator DOM4 (outer loading: 0.852) has the smallest indicator reliability with a value of 0.723 (0.852^2), while indicator PP8 (outer loading: 0.940) has the highest indicator reliability, with a value of 0.848 (0.940^2). The AVE values were also well above the minimum threshold of 0.50, with DOM (0.738), EP recording 0.815 and PP 0.861. This indicates that a substantial proportion of the variance in the indicators was explained by the respective constructs, thereby establishing convergent validity. Based on these results, the measurement model for DOM, EP and PP was considered both reliable and valid for further analysis.

Table 4.2 Individual Item Reliability, Internal Consistency Reliability, Convergent Validity

		Convergent Validity			**Internal Consistency Reliability**		
Latent Variable	**Indicators**	**Loadings**	**Indicator Reliability**	**AVE**	**Cronbach's Alpha**	**Reliability**	**Composite Reliability**
DOM	DOM1	0.852	0.726	0.738	0.811	0.812	0.834
	DOM2	0.860	0.734				
	DOM3	0.864	0.745				
	DOM4	0.852	0.723				
	DOM5	0.867	0.752				
EP	EP1	0.892	0.796	0.815	0.872	0.872	0.875

	EP2	0.916	0.839				
	EP3	0.896	0.802				
	EP4	0.907	0.823				
	EP5	0.915	0.837				
	EP6	0.905	0.819				
	EP7	0.894	0.799				
	EP8	0.895	0.801				
	EP9	0.903	0.815				
PP	PP1	0.921	0.848	0.861	0.882	0.882	0.884
	PP2	0.925	0.879				
	PP3	0.937	0.865				
	PP4	0.930	0.872				
	PP5	0.934	0.867				
	PP6	0.931	0.863				
	PP7	0.929	0.884				
	PP8	0.940	0.848				
	PP9	0.921	0.829				
	PP10	0.911	0.856				

Source: Authors computation (2025), using SmartPLS 4.0

4.1.3 Discriminant Validity

Discriminant validity tests whether constructs that are supposed to be distinct are indeed distinct from one another. In this study, discriminant validity was assessed using the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio (HTMT).

Table 4.3 Discriminant validity Using Fornell and Lacker criterion

Construct	DOM	EP	PP
DOM	**0.859**		
EP	0.477	**0.903**	
PP	0.277	0.766	**0.928**

Source: Authors computation (2025), using SmartPLS 4.0

Discriminant validity was assessed using the Fornell–Larcker criterion. As shown in the table 4.3 above, the square roots of the Average Variance Extracted (AVE) for each construct were greater than the inter-construct correlations. Specifically, the square root of AVE for Dominating (0.859) Employee Performance (0.903) and Proactive Personality (0.928) exceeded the correlation between their constructs. This indicates that each construct is empirically distinct from the other, thus confirming discriminant validity (Fornell & Larcker, 1981).

Table 4.4a Discriminant validity Using HTMT ratio

Construct	HTMT
EP <-> DOM	0.507
PP <-> DOM	0.292
PP <-> EP	0.786

Source: Authors computation (2025), using SmartPLS 4.0

As shown in Table 4.4a, the HTMT value between the two constructs is below the recommended conservative threshold of 0.85, confirming discriminant validity (Henseler et al., 2015). This indicates that the constructs are empirically distinct and suitable for further analysis. Furthermore, in line with the recommendation of Hair et al, (2024), the confidence interval bias was used to confirm the HTMT using 10,000 bootstrapping procedure and result presented in table 4.4b below.

Table 4.4b Discriminant validity Using HTMT ratio Confidence Interval Bias

Construct	Original Sample (O)	Sample Mean (M)	Bias	5.00%	95.00%
EP <-> DOM	0.507	0.506	-0.001	0.415	0.584
PP <-> DOM	0.292	0.291	-0.001	0.188	0.391
PP <-> EP	0.786	0.786	-0.000	0.760	0.808

Source: Authors computation (2025), using SmartPLS 4.0

As can be seen in table 4.4b above, the value in the 95% column (0.584, 0.391 and 0.808) is lower than the conservative threshold of 0.85 with a probability error of 5%. Therefore, the confidence intervals result of the HTMT criterion clearly demonstrate the discriminant validity of the constructs in our study. With the reliability and validity of the reflective constructs established, the study proceeded to evaluate the structural model.

4.2.0 Assessment of Structural Equation Model

PLS-SEM structural model assessment focuses on the model's ability to explain variance in the dependent variables. Once reliability and validity are confirmed, key evaluation metrics include checking the VIF of all set of predictor constructs for collinearity issues, path coefficients, the coefficients of determination (R^2), effect sizes (f^2), and predictive relevance (Q^2) (Hair et al., 2022).

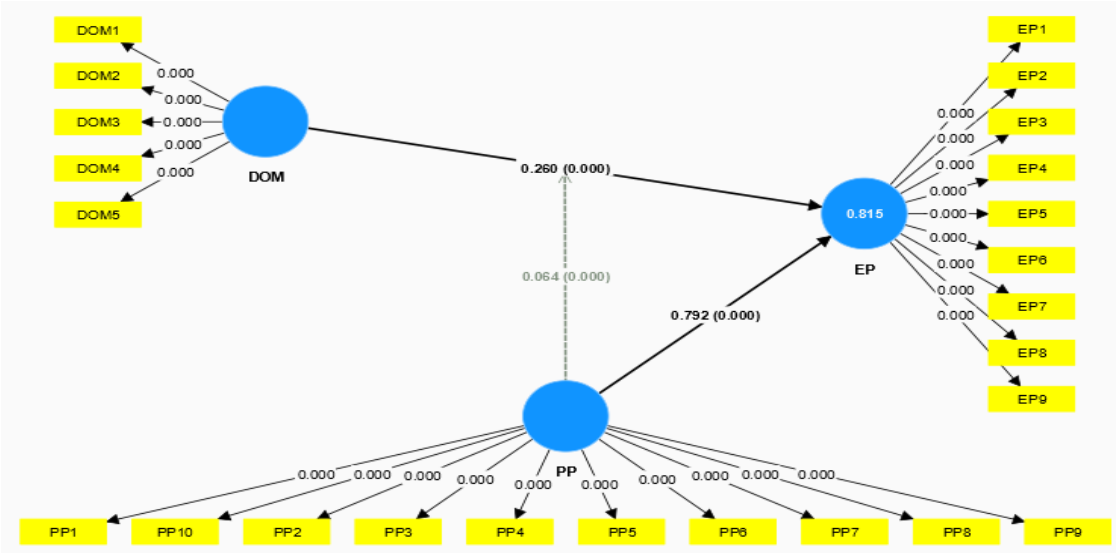

Figure: 4.2 Bootstrapping Procedure showing path Significance

Source: Authors computation (2025), using SmartPLS 4.0

4.2.1 Exogenous Constructs Collinearity Assessment

According to Hair et al., (2024), the first step in assessing structural model is to check for collinearity among predictors constructs in the structural model as shown below.

Table 4.5 VIF Values for exogenous constructs

Exogenous Constructs	VIF
DOM -> EP	1.085
PP -> EP	1.085
PP x DOM -> EP	1.003

Source: Authors computation (2025), using SmartPLS 4.0

Table 4.5 above shows the results of collinearity statistics for all sets of predictor constructs in the structural model. As can be seen, all VIF values are clearly below the conservative threshold of 3.3. We therefore conclude that collinearity among predictor constructs is not a critical issue in the structural model.

4.2.2 Coefficients of Determination (R^2 Values)

The R^2 value, also known as the coefficient of determination, represents the proportion of variance in the dependent variable that can be explained by the independent variables in a model. It is a measure of the model's explanatory power, with higher values indicating that more of the variance in the dependent variable is accounted for by the model. The result is presented in table 4.6 below.

Table 4.6 Coefficients of Determination (R^2 values)

Construct	R Square	R-square adjusted
EP	0.815	0.814

Source: Authors computation (2025), using SmartPLS 4.0

The explanatory power of the model was assessed using the coefficient of determination (R^2). As shown in Table 4.6, the R-square value for Employee Performance (EP) was 0.863, indicating that approximately 81.5% of the variance in employee performance is jointly explained by Proactive Personality (PP) and Dominating (DOM) conflict-handling styles, as well as the interaction effects (PP × DOM). The adjusted R-square value of 0.814 suggests that the model is not overfitted and remains robust despite the inclusion of multiple predictors. According to Hair et al. (2017), R^2 values of 0.75, 0.50, and 0.25 are considered substantial, moderate, and weak, respectively. Thus, the model demonstrates substantial explanatory power, while the remaining 18.5% of unexplained variance in employee performance may be attributed to other factors not included in the model.

4.2.3 Effect Size (F^2)

The f^2 effect size evaluates the practical significance of each independent variable by measuring the change in R^2 when that variable is excluded from the model. According to Cohen (1988), values of 0.02, 0.15, and 0.35 indicate small, medium, and large effects, respectively. Results are shown in Table 4.7.

Table 4.7: Effect Size (F2)

Construct	Employees Performance (EP)	Effect Size
DOM -> EP	0.446	large effect
PP -> EP	4.098	Very large effect
PP x DOM -> EP	0.026	Small effect

Source: Authors computation (2025), using SmartPLS 4.0

Effect size (f^2) was assessed to determine the contribution of each exogenous construct to the variance in Employee Performance (EP) as presented in table 4.9 above. According to Kenny (2016) interaction term effect sizes of 0.005, 0.01, and 0.025 are classified as small, medium and large respectively. Therefore, Proactive Personality ($f^2 = 4.098$) exhibited a large effect, indicating that it is the most dominant predictor of EP in the model. Dominating conflict-handling style ($f^2 = 0.446$) also showed a large effect, Regarding the moderating effects, the interaction of Proactive Personality with dominating ($f^2 = 0.026$) showed a large effect.

4.2.4 Predictive Relevance (Q^2)

Predictive relevance (Q^2) assesses a model's ability to predict the values of endogenous constructs. Calculated using the Stone-Geisser Q^2 statistic, values greater than zero indicate that the model has predictive relevance. This confirms the model's usefulness in explaining variance in the dependent variable. Results are shown in Table 4.10 below

Table 4.8: Predictive Relevance (Q2),

Construct	SSO	SSE	Q^2 (=1-SSE/SSO)
EP	3528	1210.557	0.657

Source: Authors computation (2025), using SmartPLS 4.0

The predictive relevance of the model was assessed using the Stone–Geisser Q^2 value obtained through the blindfolding procedure. As shown in Table 4.8, the Q^2 value for Employee Performance (EP) was 0.657, which is well above the threshold of 0.50, indicating strong predictive relevance (Hair et al., 2017).

4.2.5 PLSpredict

While the blindfolding-based Q^2 value indicated strong in-sample predictive relevance, the PLSpredict procedure was also conducted to validate the model's out-of-sample predictive power, aligning with recent PLS-SEM best practices (Shmueli et al., 2019; Hair et al., 2022).

Table 4.9: Predictive Relevance (Q2) using PLSpredict

	Q²predict	PLS-SEM_RMSE	PLS-SEM_MAE	LM_RMSE	LM_MAE
EP1	0.689	0.439	0.346	0.449	0.352
EP2	0.708	0.442	0.353	0.457	0.369
EP3	0.699	0.451	0.362	0.475	0.379
EP4	0.686	0.456	0.359	0.464	0.367
EP5	0.729	0.419	0.330	0.429	0.342
EP6	0.703	0.446	0.354	0.465	0.371
EP7	0.679	0.469	0.367	0.476	0.376
EP8	0.675	0.451	0.359	0.456	0.363
EP9	0.685	0.440	0.350	0.460	0.363

Source: Authors computation (2025), using SmartPLS 4.0

The predictive performance of the model was evaluated using the PLSpredict procedure as shown in table 4.9 above. The Q²_predict values for all indicators of Employee Performance (EP1 to EP9) were substantially greater than zero, ranging from 0.675 to 0.729, thereby indicating strong predictive relevance (Shmueli et al., 2019; Hair et al., 2022).

In addition, both the Root Mean Squared Error (RMSE) and Mean Absolute Error (MAE) values obtained from the PLS-SEM model were consistently lower than those of the linear regression (LM) benchmark model across all indicators. This provides evidence of the model's strong out-of-sample predictive power, reinforcing the reliability of its predictions.

4.2.6 Test (CVPAT)_ linear regression benchmark.

Table 4.10: Predictive Relevance (Q2) using (CVPAT)_ linear regression benchmark

PLS loss	LM loss	Average loss	difference	t-value	p-value
EP	0.199	0.211	-0.012	5.672	0.000
Overall	0.199	0.211	-0.012	5.672	0.000

Source: Authors computation (2025), using SmartPLS 4.0

Additionally, the Cross-Validated Predictive Ability Test (CVPAT) was conducted to assess whether the PLS-SEM model offers superior predictive accuracy compared to a linear regression benchmark. Results from table 4.10 above show that the average prediction loss for the PLS-SEM model (0.199) was lower than that of the linear model (0.211), with an average loss difference of -0.012. This difference was statistically significant ($t = 5.672$, $p < 0.001$), indicating that the PLS-SEM model provides significantly better predictive performance than the linear model. Thus, the model exhibits strong out-of-sample predictive power.

Table 4.11: Test (CVPAT)_Individual-mean Averaging (IA) benchmark

PLS loss	IA loss	Average loss	difference	t-value	p-value
EP	0.199	0.652	-0.453	12.745	0.000
Overall	0.199	0.652	-0.453	12.745	0.000

Source: Authors computation (2025), using SmartPLS 4.0

To further assess predictive validity, the PLSpredict procedure was compared against the Individual-mean Averaging (IA) benchmark using the Cross-Validated Predictive Ability Test (CVPAT). Results from table 4.11 above showed that the prediction loss for the PLS-SEM model (0.199) was substantially lower than the IA benchmark (0.652), with an average loss difference of -0.453. This difference was statistically significant (t = 12.745, p < 0.001), indicating that the PLS-SEM model produces far more accurate predictions than a naïve benchmark. Hence, the model demonstrates strong out-of-sample predictive performance.

4.2.7 Model Fit

Table 4.12: Model Fit

	Saturated model	Estimated model
SRMR	0.017	0.017
NFI	0.968	0.968

Source: Authors computation (2025), using SmartPLS 4.0

Model fit was assessed using several goodness-of-fit indices. From the result in table 4.12 above, the Standardized Root Mean Square Residual (SRMR) for both the saturated and estimated models was 0.017, well below the recommended threshold of 0.08 (Henseler et al., 2014), indicating an excellent fit between the model and the data. The Normed Fit Index (NFI) was 0.968, surpassing the commonly accepted benchmark of 0.90, further confirming the model's good fit.

4.2.8 Importance-Performance Map Analysis (IPMA)

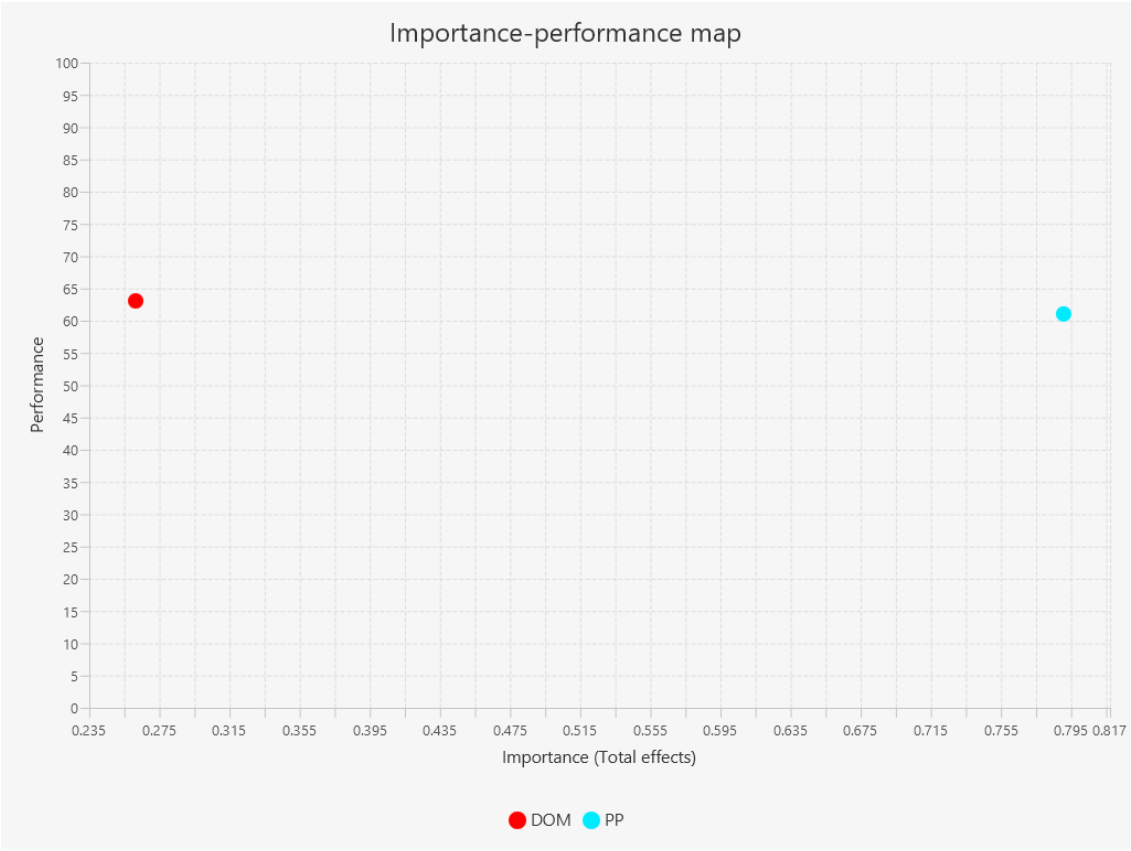

Figure 4.3 Importance Performance Map.

Source: Authors computation (2025), using SmartPLS 4.0

As shown in figure 4.3 above, The IPMA assessed the relative importance and performance of Dominating (DOM) and Proactive Personality (PP) in predicting employee performance. PP showed the highest importance (~0.80) with moderate performance (~61), highlighting its key moderating role. DOM had moderate importance (~0.27) but slightly higher performance (~63), indicating it is less impactful unless supported by high proactive traits.

4.2.8 Simple Slope Analysis

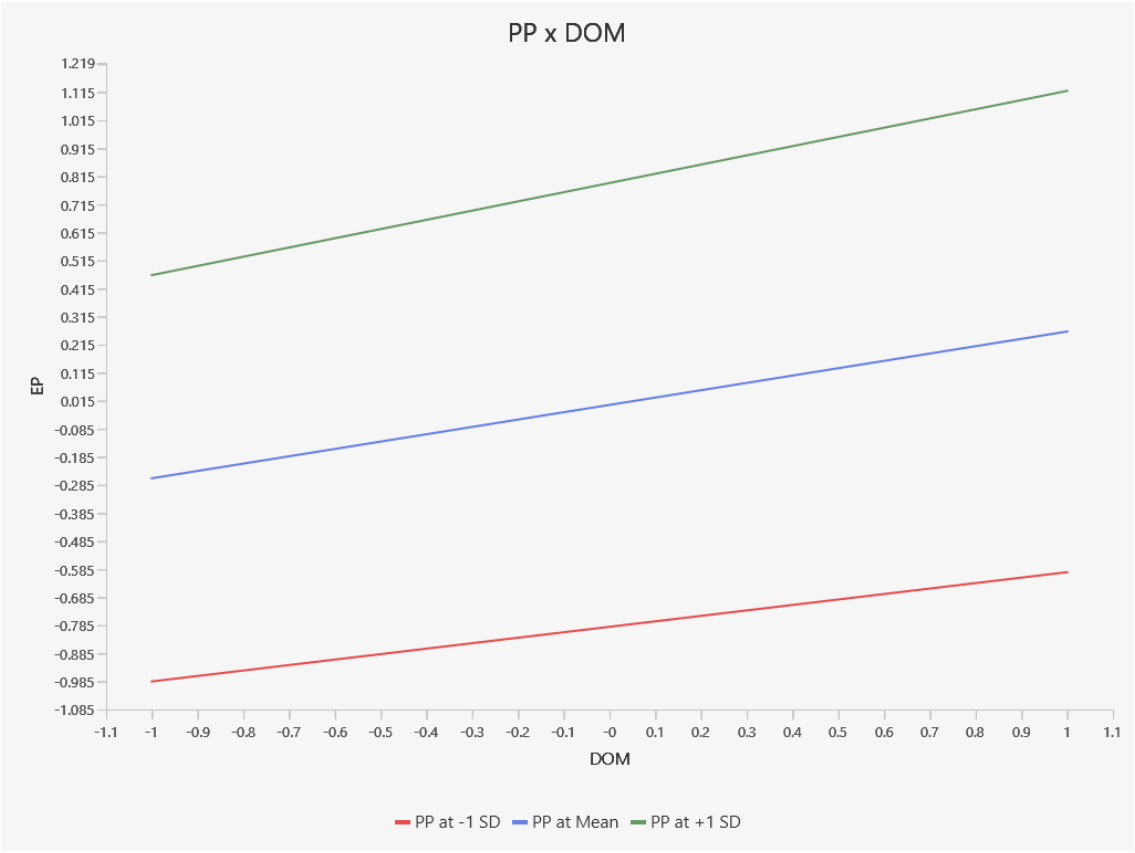

Figure 4.4 Simple Slope Plot (PP X DOM)

Source: Authors computation (2025), using SmartPLS 4.0

The interaction plot in figure 4.4 above shows that Proactive Personality (PP) moderates the relationship between Dominating (DOM) and Employee Performance (EP). At high levels of PP (+1 SD), the positive effect of DOM on EP is strongest. At the mean level of PP, the relationship remains positive but weaker, while at low levels of PP (–1 SD), the effect is minimal. This suggests that a dominating conflict-handling style enhances performance primarily when employees are highly proactive, confirming the strengthening role of PP in this relationship.

4.3.0 Discussion of Findings

This study tested three null hypotheses to determine the relationships among dominating conflict-handling styles, proactive personality, and employee performance in public universities in North-Western Nigeria. The study also assessed whether proactive personality moderates the effects of conflict-handling styles on performance.

Table 4.13 Size and Significance of the Path Coefficients

Path	Coefficient (β)	T-Statistic	P-Value	Decision

DOM → EP	0.260	10.302	0.000	Rejected
PP → EP	0.792	44.451	0.000	Rejected
PP × DOM → EP	0.064	3.542	0.000	Rejected

Source: Authors computation (2025), using SmartPLS 4.0

Path coefficients show the strength and direction of relationships in the structural model. Their size indicates the importance of predictors, while p-values and t-statistics confirm significance. Results are presented in Table 4.13 and figure4.2 above.

H_{01}: Dominating conflict-handling style has no significant effect on employees' performance.

This null hypothesis was rejected, as the result showed a significant positive effect of dominating style on employee performance ($\beta = 0.260$, $t = 10.302$, $p < 0.001$). This implies that employees who adopt a dominating approach, characterized by assertiveness and firm decision-making, can achieve higher performance in the context of public universities.

In hierarchical and bureaucratic settings like Nigerian public universities, assertive conflict resolution may enhance clarity, control, and task orientation. Employees may respond positively to such decisiveness, especially when it is framed within institutional authority. This result aligns with the Dual Concern Model, where concern for self (assertiveness) may drive productive outcomes in structured systems. Additionally, the corroborate the findings of (Clark & Nguyen, 2020; Chin & Lee, 2023; Smith & Green, 2020; Yusuf et al., 2024).

H_o2: Proactive personality has no significant effect on employees' performance.

This null hypothesis was rejected, as proactive personality showed a very strong positive effect on employee performance ($\beta = 0.792$, $t = 44.551$, $p < 0.001$), with a large effect size ($f^2 = 4.098$). This confirms that employees who take initiative, anticipate problems, and act autonomously tend to perform better in their roles. This finding is consistent with studies of (Chen et al., 2022; Mensah & Boateng, 2022; Yusuf, et al., 2024).

H_o3: Proactive personality does not significantly moderate the relationship between dominating conflict-handling style and employees' performance.

This hypothesis was rejected, as a significant moderation effect was found ($\beta = 0.064$, $t = 3.542$, $p < 0.001$). The simple slope analysis revealed that the positive effect of dominating style on performance increases with higher levels of proactive personality.

This suggests that proactive individuals are more capable of applying dominating tactics effectively asserting control without provoking negative reactions. In contrast, low-proactive individuals may use domination in a rigid or insensitive manner, reducing its effectiveness. This aligns with the interactionist perspective, which holds that behavioral outcomes are a product of both individual traits and situational factors. This finding aligns with the perspective advanced by Yusuf et al. (2024), reinforcing their argument regarding the moderating effect of proactive personality.

Moderating Effects

Table 4.14: Path Coefficients and Confidence Intervals

Path	(β) (O)	Sample mean (M)	Bias	2.50%	97.50%
DOM -> EP	0.260	0.260	0.000	0.211	0.310
PP -> EP	0.792	0.792	0.000	0.755	0.824
PP x DOM -> EP	0.064	0.064	0.000	0.029	0.100

Source: Authors computation (2025), using SmartPLS 4.0

In addition to Table 4.13, which presents the size and significance of the path coefficients, Table 4.14 provides a corroborated view, including path coefficients, confidence intervals, and bias-corrected bootstrapping results for both direct and moderating effects. Specifically, the interaction between Dominating style and Proactive Personality yields a positive and significant coefficient of 0.064, with a 95% confidence interval of [0.029, 0.100], which does not include zero. This confirms the presence of a significant moderating effect. The result suggests that employees with higher proactive personality traits are more likely to apply a dominating style constructively leveraging assertiveness and decisiveness to manage conflict in ways that enhance performance. Overall, the findings underscore the critical role of proactive personality in amplifying the effectiveness of conflict-handling strategies in the workplace.

5.0 Conclusion and Recommendations

This study investigated the moderating role of proactive personality on the relationship between dominating conflict handling styles and employees' performance in public universities of North-Western Nigeria. Using Structural Equation Modeling (PLS-SEM), the results revealed that dominating styles positively influence employee performance. More importantly, proactive personality was found to significantly moderate the relationship by amplifying their effectiveness.

The findings indicate that dominating conflict-handling styles are not inherently positive or negative; rather, their impact is shaped by individual personality traits. Employees with high proactive personality are more likely to use dominating strategies strategically and constructively, resulting in enhanced performance outcomes. This suggests a need for institutions to consider both behavioral strategies and dispositional attributes when designing conflict management and performance-enhancing interventions.

Recommendations

Based on the study findings, the following recommendations are made:

i. **Training Programs**: Universities should design training and development programs that enhance conflict-handling competencies while integrating personality assessments, especially for leadership and middle-management positions.

ii. **Personality-Based Recruitment**: Recruitment and promotion policies should include assessments of proactive personality traits, especially for roles involving team leadership or conflict-prone environments.

iii. **Conflict Management Policy**: Institutions should develop and implement flexible conflict management policies that recognize the diversity of conflict styles and the influence of personality traits.

iv. **Coaching and Mentorship**: Senior staff with high proactive tendencies can serve as mentors to guide less experienced or low-proactivity staff in handling conflicts effectively.

5.1 Theoretical Contribution

This study makes significant theoretical contributions in the following ways:

It extends the Dual Concern Model by demonstrating that concern for self (DOM) is influenced in effectiveness by proactive personality traits. Furthermore, it supports the interactionist perspective in organizational behavior, which posits that behavior is a function of both personality and situational variables. Additionally, it contributes to the conflict management literature by contextualizing the findings in a non-Western, public-sector academic setting, offering insights on cultural and structural influences in conflict dynamics.

5.2 Practical and Managerial Implications

University administrators should recognize that employee performance is influenced not just by organizational systems, but also by the interaction of conflict behaviors and individual dispositions. Furthermore, Managers should be trained to identify and harness employees' proactive traits during conflict situations, enabling them to make decisions that balance institutional interests with interpersonal harmony. Also, it Encourages the use of adaptive conflict styles, rather than rigid reliance on one dominant strategy, will improve team cohesion and productivity.

5.3 Policy Contribution

This study provides valuable input for institutional policymakers:

First, it advocates for the integration of personality-based assessments into HR policy, particularly in recruitment, promotion, and staff development in the Nigerian public university system. Secondly, it highlights the need for context-sensitive conflict management frameworks, customized for public institutions in culturally diverse regions like North-Western Nigeria. Lastly, it informs staff evaluation and development policies, emphasizing the alignment between behavior (conflict style) and personality (proactivity) for performance enhancement.

5.4 Limitations of the Study

Although this study provides valuable insights into the relationship between conflict-handling styles, proactive personality, and employee performance, several limitations exist. First, the focus on public universities in North-Western Nigeria limits the generalizability to other regions or private institutions. Second, the cross-sectional design restricts causal interpretation. The use of self-report questionnaires may also introduce biases, such as social desirability or common method variance. Finally, the study examined only the dominating style, excluding other relevant approaches like integrating, obliging, avoiding, or compromising, which may offer a more complete view of conflict management.

5.5 Suggestions for Further Studies

While this study highlights the moderating role of proactive personality in the conflict-handling–performance relationship, further research is needed. Longitudinal designs could capture how these dynamics evolve over time. Future studies should also consider cross-sector or regional comparisons to enhance generalizability. Exploring other traits like emotional intelligence or resilience may offer additional insights into individual differences. Including more conflict-handling styles, such as avoiding, obliging, integrating, or compromising, would provide a broader perspective. Finally, qualitative methods (e.g., interviews or case studies) could deepen understanding of how employees experience and navigate conflict proactively.

References

Adebayo, O. S., & Usman, H. A. (2023). Organizational dynamics and performance challenges in Nigerian public universities. *Journal of African Management Studies, 9*(2), 44–58.

Adeleke, S. K., & Musa, A. T. (2022). Conflict management strategies and interpersonal effectiveness in Nigerian polytechnics. *Journal of Organizational Conflict Studies, 6*(1), 33–47.

Armstrong, M., & Taylor, S. (2020). *Armstrong's handbook of human resource management practice* (15th ed.). Kogan Page.

Anderson, R., & Johnson, M. (2023). Proactive personality and job performance: A meta-analytic review. *Journal of Applied Psychology, 108*(2), 321-338. https://doi.org/10.1037/apl0000972

Ayoade, T. A., & Musa, L. A. (2022). Conflict-handling styles and employee performance in Nigerian public hospitals. *Journal of Health Management Research, 8*(1), 55–72.

Ayoade, T. A., & Okonkwo, C. U. (2023). Influence of conflict management styles on team effectiveness in Nigerian public service. *Journal of Organizational Behavior and Development, 9*(1), 22–35.

Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology, 51*(6), 1173–1182. https://doi.org/10.1037/0022-3514.51.6.1173

Brown, T., & Green, J. (2022). The impact of proactive personality on leadership effectiveness. *Leadership Quarterly, 33*(4), 564-580. https://doi.org/10.1016/j.leaqua.2021.101618

Chen, X., & Zhang, J. (2021). Psychological empowerment and employee performance: Evidence from Chinese service industries. *Journal of Management and Organizational Studies, 9*(1), 21–35.

Chen, Y., & Liu, H. (2022). Linking conflict management styles to team cohesion in Chinese organizations. *Asian Journal of Management Studies, 11*(4), 77–92.

Chen, Y., & Liu, H. (2023). Leadership conflict strategies and employee creativity in Chinese tech firms. *Asian Journal of Business Innovation, 10*(2), 112–130.

Chin, A. C., & Lee, B. K. (2023). Conflict styles and decision efficiency in logistics firms. *Journal of Applied Organizational Science*, *8*(1), 45–59.

Chinwe, I. J., & Okafor, A. M. (2022). Conflict management strategies and performance of medical staff in Southeastern Nigeria. *Journal of Health Administration Research, 8*(2), 91–105.

Chen, Z., Yang, X., & Zhang, L. (2020). The moderating role of emotional intelligence in the relationship between conflict management styles and team effectiveness. *International Journal of Conflict Management*, *31*(3), 421-440. https://doi.org/10.1108/IJCMA-09-2019-0152

Clark, M., & Nguyen, P. (2020). Conflict resolution and organizational performance: The role of personality traits. *Journal of Business Research, 117*, 312-322. https://doi.org/10.1016/j.jbusres.2020.05.014

Cohen, J. (1988). *Statistical power analysis for the behavioral sciences* (2nd ed.). Lawrence Erlbaum Associates.

Connelly, L. M. (2008). Pilot studies. *Medsurg Nursing, 17*(6), 411–412.

Committee of Pro-Chancellors of State-Owned Universities in Nigeria. (n.d.). *Home*. https://copsun.org/

Crant, J. M. (2022). Proactive personality and behavior in organizations: Recent advances and future directions. *Annual Review of Organizational Psychology, 9*, 121–142.

Crant, J. M., & Kraimer, M. L. (1999). Proactive personality and career success. *Journal of Applied Psychology, 84*(3), 416–427. https://doi.org/10.1037/0021-9010.84.3.416

Dada, R. M. (2020). Interplay between conflict management and academic staff performance in Lagos State University: Implications for educational planning. *Direct Research Journal of Education and Vocational Studies, 2*(1), 8–13. https://doi.org/10.26765/DRJEVS19827405

Davies, J., & Parker, A. (2022). Proactive personality and its impact on employee performance: A longitudinal study. *Human Resource Management Journal, 32*(1), 89-105. https://doi.org/10.1111/1748-8583.12345

Dembele, M. (2023). Environmental leadership and employees' pro-environmental behavior in public service in North-West Nigeria. *FUDMA Journal of Management Sciences, 5*(1), 348–366.

Etikan, I., & Bala, K. (2017). Sampling and sampling methods. *Biometrics & Biostatistics International Journal, 5*(6), 149–152.

Eze, C. O., & Agbo, E. C. (2023). Conflict resolution strategies and employee productivity in tertiary institutions. *Nigerian Journal of Higher Education Management, 8*(1), 101–115.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, *18*(1), 39–50. https://doi.org/10.1177/002224378101800104

Gaillard, I., & Walthéry, P. (2021). The moderating role of proactive personality in the relationship between role stress and employee performance in France. *European Journal of Work and Organizational Psychology, 30*(5), 705–717. https://doi.org/10.1080/1359432X.2020.1826132

Gonzalez-Mulé, E., & Cockburn, B. (2021). The influence of job demands on the relationship between conflict management styles and employee performance. *Journal of Vocational Behavior*, *122*, 103477. https://doi.org/10.1016/j.jvb.2020.103477

Hair, J. F., Howard, M. C., & Nitzl, C. (2024). *A primer on partial least squares structural equation modeling (PLS-SEM) using SmartPLS 4* (3rd ed.). Sage Publications.

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Sage Publications.

Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review, 31*(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203

Hair, J. F., Hult, G. T. M., Ringle, C. M., & Sarstedt, M. (2022). *A primer on partial least squares structural equation modeling (PLS-SEM)* (3rd ed.). SAGE Publications.

Hair, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2024). *Advanced issues in partial least squares structural equation modeling (PLS-SEM)* (2nd ed.). Sage.

Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, *43*(1), 115–135. https://doi.org/10.1007/s11747-014-0403-8

Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research: A review of four recent studies. *Strategic Management Journal, 20*(2), 195–204. https://doi.org/10.1002/(SICI)1097-0266(199902)20:2<195::AID-SMJ13>3.0.CO;2-7

Ibrahim, A. O., & Olayemi, T. J. (2023). Workplace proactivity and employee performance in federal institutions. *International Journal of Contemporary Human Resource Management, 11*(1), 33–49.

Igbinoba, E., Salau, O., Atolagbe, T., & Joel, O. (2023). Bolstering conflict management strategies and sustainable commitment of academic staff in selected public universities. *Heliyon, 9*(2), e12597. https://doi.org/10.1016/j.heliyon.2022.e12597

Israel, G. D. (1992). Determining sample size. *Program Evaluation and Organizational Development, IFAS, University of Florida*.

Jones, R., & Jones, T. (2023). The impact of employee engagement on organizational performance: A modern perspective. *Journal of Business Research, 132*(4), 789–801.

Johnson, S., & Brown, A. (2021). Conflict management styles and their effect on organizational performance: A case study of the banking sector. *Journal of Organizational Behavior, 42*(3), 389-403. https://doi.org/10.1002/job.2490

Kenny, D. A. (2016). *CM-Moderation: Moderation*. Retrieved August 30, 2025, from https://davidakenny.net/cm/moderation.htm

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., Schaufeli, W. B., De Vet, H. C. W., & Van der Beek, A. J. (2014). Conceptual frameworks of individual work performance: A systematic review. *Journal of Occupational and Environmental Medicine, 56*(3), 318–326. https://doi.org/10.1097/JOM.0000000000000130

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, *30*(3), 607–610. https://doi.org/10.1177/001316447003000308

Li, Y., & Zhang, H. (2021). Examining proactive personality and job crafting among Chinese workers. *Asia-Pacific Journal of Management and Development, 8*(3), 91–106.

Mensah, F. A., & Boateng, A. S. (2022). Conflict-handling styles and employee relations in Ghanaian universities. *African Journal of Human Resource Development, 6*(2), 33–47.

Nasir, M., & Yusuff, R. O. (2022). Conflict styles in multicultural workplaces: Evidence from Nigerian SMEs. *Journal of International Workplace Dynamics, 7*(3), 95–109.

Ogunyemi, K. I., & Okeowo, T. T. (2022). Navigating organizational conflict: A critical review of handling strategies. *West African Journal of Organizational Behaviour*, *7*(1), 59–75.

Okeke, K. A., & Nwankwo, M. I. (2024). Conflict resolution styles and performance in private higher education. *Journal of Organizational Leadership and Conflict Studies, 7*(2), 18–35.

Olaoye, R. M., & Adebisi, A. A. (2023). Personality and performance: The mediating role of proactivity in goal achievement. *Nigerian Journal of Industrial Psychology, 10*(1), 61–75.

Oliveira, S. R., & Souza, R. V. (2020). Proactive personality as a moderator in the relationship between employee motivation and performance outcomes. *Brazilian Journal of Management, 15*(1), 123–138. https://doi.org/10.1590/S1415-65552020000100008

Park, S., & Park, Y. (2020). Gender differences in the impact of conflict management styles on job performance in South Korea. *Asian Journal of Women's Studies*, *26*(3), 349-366. https://doi.org/10.1080/12259276.2020.1811435

Patton, M. Q. (2002). *Qualitative research and evaluation methods* (3rd ed.). SAGE Publications.

Pruitt, D. G., & Carnevale, P. J. (1993). *Negotiation in social conflict* (2nd ed.). Open University Press.

Rahim, M. A. (2022). *Managing conflict in organizations* (5th ed.). Routledge.

Ringle, C. M., Wende, S., & Becker, J.-M. (2024). *SmartPLS 4 software*. Retrieved from https://www.smartpls.com

Robinson, M. A., & Edwards, J. R. (2021). Proactive personality moderating the relationship between employee engagement and performance in the UK. *Journal of Occupational and Organizational Psychology, 94*(2), 381–399. https://doi.org/10.1111/joop.12345

Sarstedt, M., Ringle, C. M., Cheah, J. H., Ting, H., Moisescu, O. I., & Radomir, L. (2022). Structural model robustness checks in PLS-SEM. *Tourism Economics, 28*(4), 1048–1057. https://doi.org/10.1177/13548166221074199

Shmueli, G., Ray, S., Velasquez Estrada, J. M., & Chatla, S. B. (2019). The Q^2 predict metric: Predictive validity in PLS-SEM. *Applied Marketing Analytics, 5*(1), 29–56.

Swain, J. (2008). *Designing research in education: Concepts and methodologies*. SAGE Publications.

Singh, R., & Patel, S. (2023). Conflict management styles and job satisfaction in healthcare professionals. *Health Care Management Review, 48*(3), 210-225.

Singh, A., & Gupta, R. (2020). The moderating role of proactive personality in the relationship between Leader-Member Exchange (LMX) and employee performance in India. *Journal of Business and Management, 18*(4), 56-72. https://doi.org/10.9790/487X-1804055672

Singh, P., & Sharma, V. (2021). Conflict management in multicultural teams: The role of cultural intelligence. *Journal of International Business Studies, 52*(3), 543-561. https://doi.org/10.1057/s41267-020-00369-8

Smith, J., & Lee, K. (2022). The strategic use of avoidance in conflict resolution. *Journal of Organizational Psychology, 15*(4), 321–335. https://doi.org/10.1111/jopy.12725

Smith, A., & Green, B. (2020). Managing workplace conflict: The impact of conflict management styles on organizational performance. *Journal of Business Ethics, 162*(3), 667-684. https://doi.org/10.1007/s10551-018-3994-2

Tamunomiebi, M. D., & John-Eke, E. C. (2020). Workplace diversity: Emerging issues in contemporary reviews. *International Journal of Academic Research in Business and Social Sciences, 10*(2), 255–265.

Tariq, H., Shah, S. Z. A., & Khan, U. (2023). Conflict styles and performance outcomes in textile firms. *South Asian Journal of Human Resource Research, 8*(2), 60–77.

Tett, R. P., & Burnett, D. D. (2003). A personality trait-based interactionist model of job performance. *Journal of Applied Psychology, 88*(3), 500–517. https://doi.org/10.1037/0021-9010.88.3.500

Thomas, K. W. (2023). Revisiting the conflict-handling modes: Applications in managerial contexts. *Journal of Applied Conflict Management, 11*(1), 14–29.

UNESCO Institute for Statistics. (2020). *Global education statistics*. https://uis.unesco.org/en/topic/higher-education

Usman, H. A., & Adebayo, O. S. (2023). Conflict styles and productivity in Nigerian banks. *Journal of Human Resource and Organizational Psychology, 8*(3), 43–58.

Yahaya, A., & Senin, A. (2021). Proactive personality and its impact on job insecurity and employee performance in Malaysia. *Asian Journal of Business and Management, 10*(3), 45–57. https://doi.org/10.13106/jbmp.2021.vol10.no3.45

Yuan, H., & Wang, F. (2023). Proactive personality as a moderator of work stress and performance. *Asia Pacific Journal of Psychology and Management, 6*(3), 78–91.

Yusuf, A., Yahaya, A., & Suleiman, A. S. (2024). Exploring the moderating effect of proactive personality in conflict handling styles and employee's performance: A conceptual approach. *Bayero Journal of Management Sciences (BAJOMS), 6*(1), 114-134.

Yusuf, A., Shitu, A. N., & Dauda, A. Y. (2024). Effect of proactive personality on employees' performance in Federal University Dutsin-Ma, Katsina State. *Abuja Journal of Administration & Management, 11*(4A), 35–50.

Yusuf, A., Musa, B. B., & Ahmadu, A. (2024). Effect of conflict handling styles on employees' performance in Federal College of Education, Technical, Bichi, Kano State. *Akungba Journal of Management*, *6*(1), 189-207.

Zhang, Y., Li, X., & Zhang, Z. (2021). The impact of conflict management on employee engagement: The mediating role of psychological empowerment. *International Journal of Conflict Management*, *32*(2), 323-340. https://doi.org/10.1108/IJCMA-09-2020-0156