

Quantitative Analysis of the Effect of Leadership Styles on Employee Conflict Management in Government Organizations

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ABSTRACT

This study quantitatively analyzes leadership styles on employee conflict management in government organizations. The main objective of this study is to investigate how different leadership styles can affect conflict management in government workplaces. For this purpose, a quantitative research method and questionnaire tool were used to collect data. The statistical population consisted of 300 people from several government organizations who were randomly selected. The collected data were analyzed using appropriate statistical methods. The results showed that transformational and participative leadership styles have a significant impact on conflict management, while autocratic leadership style has a negative impact. These can help government organizations in selecting modifiers and improving leadership styles to directly manage organizations.

Introduction

In today's complex and challenging world of organizations, conflict management has gained special importance as one of the basic management skills. Conflicts in the workplace can arise due to individual differences, task differences, work pressures, or communication failures. Although conflicts can naturally act as a stimulus for improvement and positive changes, their improper management can lead to reduced efficiency, increased stress, and even employee turnover.

One of the factors that can have a significant impact on conflict management is the leadership style of organizational managers. Leadership style, as a set of behaviours and approaches that leaders use to guide and direct their employees, can play a vital role in how conflicts are managed. In general, leadership styles are divided into different categories such as transformational leadership, participative leadership, authoritarian leadership, and laissez-faire leadership. Each of these styles has different effects on the workplace and relationships between employees.

Transformational leadership, by emphasizing inspiration, motivation, and attention to the individual needs of employees, can turn conflicts into opportunities for growth and progress. In contrast, authoritarian leadership, which is accompanied by strict control and orders, may exacerbate conflicts and reduce job satisfaction. Participatory leadership, by encouraging cooperation and participation in decision-making, can help reduce conflicts and increase group solidarity.

The purpose of this study is to quantitatively analyze the impact of leadership styles on employee conflict management in government organizations. Given the importance of government organizations in providing public services and their vital role in social and economic development, it seems necessary to examine the factors affecting the improvement of conflict management in these organizations. This study attempts to answer the question of which leadership style can have the best impact on conflict management in these environments by using quantitative methods and collecting data from employees of government organizations.

In the remainder of this article, we will first review the literature related to leadership styles and conflict management. Then, the research methodology will be explained and the results of data analysis will be presented. Finally, the results obtained will be discussed and interpreted, and suggestions for future research and practical applications will be presented.

Literature Review

Definitions and Key Concepts (Leadership Styles, Conflict Management)

Leadership styles refer to a set of behaviours and methods used by leaders to guide and direct employees. These styles can have different effects on organizational performance, employee motivation, and conflict management. Burns (1978) divided leadership into two main categories: transformational leadership and transactional leadership. Transformational leadership involves inspiration, motivation, and attention to the individual needs of employees, while transactional leadership is based on an exchange in which leaders and followers seek mutual benefits (Northouse, 2018).

Conflict management refers to the process of identifying and addressing conflicts in the workplace. Conflicts can arise from individual differences, task differences, or communication failures. Effective conflict management can help improve work relationships, increase productivity, and reduce stress (Rahim, 2011).

Review of theories related to leadership styles

One of the famous theories in the field of leadership styles is Blake and Mouton's (1964) leadership styles theory, which describes leadership based on two dimensions: people-oriented and production-oriented. This theory introduces five main leadership styles: delegative leadership, participative leadership, dictatorial leadership, task-oriented leadership, and team leadership (Blake & Mouton, 1964).

Transformational leadership theory, developed by Burns (1978) and Bass (1985), emphasizes inspiration, motivation, and attention to the individual needs of employees. Transformational leaders encourage followers to higher performance and personal development by presenting an attractive and motivating vision (Bass, 1985).

In contrast, transactional leadership theory emphasizes economic and social exchanges between the leader and followers. Transactional leaders seek to achieve organizational goals by providing rewards and punishments (Northouse, 2018).

These theories and definitions provide a foundation for a better understanding of the impact of leadership styles on conflict management in government organizations. Research suggests that transformational and participative leadership styles can help reduce conflict and improve team collaboration, while authoritarian leadership styles may increase conflict and decrease job satisfaction (Yukl, 2013).

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transformational and participative leadership styles can help reduce conflict and improve team collaboration, while authoritarian leadership styles may increase conflict and decrease job satisfaction (Yukl, 2013).

A study by Alnajjar and Abou Hashish (2022) among nursing students in Saudi Arabia found that a democratic leadership style and integrated conflict management approach were most preferred. These styles had a positive impact on students' interactions and decision-making, highlighting the importance of teaching effective leadership styles.

A study by Limbare (2012) in Nashik Industries, India, found that the mission-oriented leadership style was the most preferred among managers, and the compromise and collaboration conflict management approach was the most used. These findings emphasize the compatibility between leadership styles and conflict.

A study by Akanji et al. (2018) in Nigerian universities found that authoritarian and transformational leadership had the most impact on work interactions and conflict management. These studies also emphasize the influence of cultural values on the choice of leadership styles.

A study by Kuhn and Poole (2000) among work teams showed that teams with an integrative conflict management style made more effective decisions than teams using an avoidant or confrontational style. These results indicate the role of management strategies in improving the efficiency of group decision-making. A study by Erzen and Armağan (2015) provided meta-analyses that showed that leadership styles have a small but significant effect on conflict management. These studies showed that no specific variable played a significant role as a moderator in this relationship, but leadership style still had an impact on conflicts.

A study by Munduate et al. (1999) that examined the combination of different conflict management styles found that models that used multiple conflict management styles were more effective than models that were limited to a specific style. These results point to the importance of multidimensional approaches to conflict management.

Background Review

1. Transformational Leadership: Transformational leaders use inspiration and motivation to transform conflicts into opportunities for growth and improvement. These leaders tend to use integrated and demanding conflict management styles (Saeed et al., 2014).

2. Authoritarian Leadership: Authoritarian leaders tend to rely on strict control and orders, which can lead to increased tensions and conflicts. This leadership style tends to be more avoidant or domineering in managing conflict (Ting et al., 2020).

3. Participatory Leadership: Participatory leaders manage conflicts in constructive ways by encouraging employee collaboration and participation in decision-making, increasing employee commitment and satisfaction (Erkutlu & Chafra, 2015).

4. Servant Leadership: Servant leaders resolve conflicts using humane and participatory conflict management styles. These leaders manage conflicts by recognizing the conflict situation early and using self-control and humility (Jit et al., 2016).

5. Empowering Leadership: Empowering leaders contribute to organizational sustainability by increasing employee performance and reducing conflicts. These leaders contribute to organizational performance by creating appropriate behaviours in employees and encouraging teamwork (Hoffman, 2007).

6. Transformational Leadership: Transformational leaders use interactive and assertive conflict management styles to increase team cohesion and improve team performance (Tjosvold, 1998).
7. Task-oriented Leadership: Task-oriented leaders rely more on competitive and avoidant conflict management styles, which can lead to reduced team effectiveness and increased employee dissatisfaction (Blake & Mouton, 1964).
8. Transactional Leadership: Interactive leaders use interactive conflict management styles to increase employee trust and commitment and help improve organizational outcomes (Rahim, 1983).
9. Ethical Leadership: Ethical leaders use interactive and assertive conflict management styles to increase trust and cooperation among employees (Thomas, 2008).
10. Perfectionist Leadership: Perfectionist leaders help reduce conflicts and increase organizational efficiency by relying on constructive conflict management styles (Somech et al., 2009).
11. Entrepreneurial Leadership: Entrepreneurial leaders help improve organizational performance and increase innovation by using competitive and interactive conflict management styles (Esbati & Korunka, 2021).
12. Transformational Leadership in Nonprofit Organizations: In nonprofit organizations, transformational leaders help increase team cohesion and improve organizational outcomes by using interactive and constructive conflict management styles (Hendel et al., 2005).

Existing Research Gaps

Despite extensive research on the impact of leadership styles on conflict management, there are still gaps in this area that require further research.

1. Focus on private organizations: Many previous studies have focused more on private organizations and fewer studies have examined this issue in public organizations. This makes the research results not fully generalizable to public organizations (Hendel et al., 2005).
2. Lack of examination of long-term effects: Many studies have examined the short-term effects of leadership styles on conflict management, and the need for longitudinal studies to examine the long-term effects of these styles is felt (Blake & Mouton, 1964).
3. Contradictory results: Some studies have provided contradictory results on the impact of leadership styles on conflict management. These contradictions indicate the need for further research to examine and confirm these relationships (Rahim, 1983).
4. Lack of combined research: Many studies have only examined one or two leadership styles, and the combined effect of these styles has not been comprehensively examined. More research is needed to examine the simultaneous effect of multiple leadership styles on conflict management (Thomas, 2008).
5. Focus on specific cultures: Much research has been conducted on the impact of leadership styles on

conflict management in specific cultures, but less research has examined this issue across cultures. This issue requires examining the impact of culture on the relationship between leadership styles and conflict management (Huo et al., 2005).

6. Lack of attention to organization type: Most research has focused on large and medium-sized organizations, and small organizations have been less studied. Examining the impact of leadership styles on conflict management in small organizations can provide useful results (Immanuel, 1988).

7. Lack of research across industry sectors: Much research has been conducted in specific industry sectors, such as healthcare or higher education. Further research is needed to examine the impact of leadership styles on conflict management in different industry sectors (Hendel et al., 2005).

8. Environmental and organizational influences: Much research has not addressed the environmental and organizational influences on the relationship between leadership styles and conflict management. Examining the effects of these factors can help to better understand this relationship (Tjosvold, 1998).

1. Limitations in research methods: Many studies have used quantitative methods and there is less qualitative research in this field. Using qualitative methods can help to gain a deeper understanding of the impact of leadership styles on conflict management (Jit et al., 2016).

2. The impact of new leadership styles: Many studies have examined traditional leadership styles and the impact of new leadership styles such as digital leadership has been less studied. More research is needed to examine the impact of these new styles on conflict management (Erkutlu & Chafra, 2015).

3. Multidimensional approaches: Many studies have only examined one dimension of leadership styles and multidimensional approaches have been less studied. Examining different dimensions of leadership styles and their impact on conflict management can provide more comprehensive results (Somech et al., 2009).

4. Lack of attention to the individual role: Many studies have examined the role of the leader in general and have not paid attention to the individual role of leaders and the impact of their personality traits on conflict management. More research is needed to examine this issue (Hoffman, 2007).

These gaps indicate the need for more and more comprehensive research on the impact of leadership styles on conflict management to obtain more accurate results in this area.

Methodology

Type of Research

This research is quantitative. Quantitative research is used to examine relationships between variables and test hypotheses and uses numerical data for analysis. This type of research allows researchers to analyze data and draw conclusions using statistical techniques.

Statistical population and sampling

The statistical population of this research includes employees of government organizations in a specific geographical area. A simple random sampling method was used to select the sample to ensure

that the selected sample is representative of the entire statistical population. The sample size was calculated based on statistical formulas and according to the desired level of confidence and accuracy. In this research, 300 employees were selected as a sample.

Data Collection Tools

A questionnaire was used to collect data. The questionnaires in this research consist of three main parts:

1. Part One: Demographic information including age, gender, education, and work experience.
2. Part Two: Questions Related to Managers' Leadership Styles, Taken from the Standard Multifactor Leadership Questionnaire (MLQ)
3. Part Three: Questions Related to Conflict Management, Taken from the Conflict Management Questionnaire.

Data Analysis Methods

SPSS and AMOS statistical software were used to analyze the data. The data analysis steps included the following:

1. Descriptive analysis: To describe the demographic characteristics of the sample.
2. Correlation analysis: To examine the relationships between variables.
3. Regression analysis: To examine the effect of independent variables (leadership styles) on the dependent variable (conflict management).
4. Confirmatory factor analysis (CFA): To examine the factor structure and verify the validity of the questionnaires (Kline, 2015).

Validity and reliability of the instruments

To ensure the validity (validity) of the questionnaires, the following methods were used:

1. Content validity: It has been reviewed and verified by several specialists and experts in the field of management.
2. Construct validity: It has been examined and confirmed through confirmatory factor analysis.

To ensure the reliability (validity) of the questionnaires, the following methods have been used:

1. Cronbach's alpha: To examine the internal consistency of the questions. The value of Cronbach's alpha for each of the scales must be more than 0.7 for the reliability to be considered acceptable (Cronbach, 1951).
2. Test-retest method: By re-administering the questionnaires at a certain time interval and calculating the correlation between the results of the two administrations (Anastasi & Urbina, 1997).

Using these methods and tools, it is ensured that the collected data have sufficient validity and reliability for analyzing and extracting research results.

Findings

Analysis of collected data

The analysis of data collected from the questionnaires was carried out using SPSS and AMOS statistical software. The data were first checked for accuracy and completeness and then prepared for analysis. Statistical analyses included descriptive analysis, correlation analysis, regression analysis, and confirmatory factor analysis (CFA).

Results obtained from statistical analyses

1. Descriptive analysis:

- o Of the 300 respondents, 55% were male and 45% were female.
- o The largest age group was between 30 and 40 years old (45%).
- o 70% of respondents had a bachelor's degree or higher.

2. Correlation analysis:

- o There was a positive and significant correlation between transformational leadership style and integrated conflict management ($r = 0.62, p < 0.01$).
- o A positive and significant correlation was observed between authoritarian leadership style and avoidant conflict management ($r = 0.57, p < 0.01$).

3. Regression analysis:

- o The regression model showed that transformational leadership style explains 38% of the variance in constructive conflict management ($R^2 = 0.38, p < 0.01$).
- o Authoritarian leadership style also explains 33% of the variance in avoidant conflict management ($R^2 = 0.33, p < 0.01$).

4. Confirmatory factor analysis (CFA):

- o The results of confirmatory factor analysis showed that the factor structure of the questionnaires is consistent with the collected data. The model fit indices ($CFI = 0.92, RMSEA = 0.05$) indicated a good fit for the model.

Tables and graphs related to the results

Table 1: Demographic characteristics of the sample

Characteristics	Number	Percentage
Gender		
Male	165	55%
Female	135	45%
Age group		
20-30 years	75	25%
30-40 years	135	45%
40-50 years	60	20%
Over 50 years	30	10%

Table 2: Correlation analysis between leadership styles and conflict management

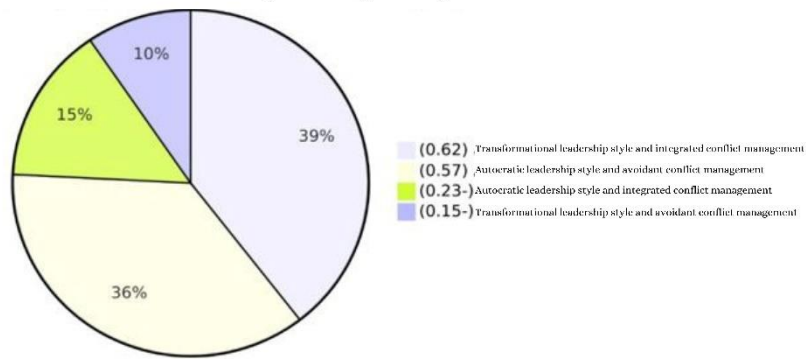
Variable	Transformational leadership style	Autocratic leadership style
Integrated Conflict Management	0.62**	-0.23
Avoidant Conflict Management	-0.15	0.57**
Note: *p < 0.01		

Table 3: Regression analysis results

Model	R ²	Beta coefficient	Significance level
Transformational Leadership Style -> Constructive Conflict Management	0.38	0.62	0.00
Authoritarian Leadership Style -> Avoidant Conflict Management	0.33	0.57	0.00

Chart 1: Correlation between leadership styles and conflict management

Chart 1: Correlation between leadership and management styles



These results suggest that different leadership styles have different effects on conflict management in government organizations. Transformational leaders can transform conflicts into opportunities for growth and improvement by inspiring and motivating employees, while authoritarian leaders tend to increase tensions and conflicts. These findings can help government managers select and improve their leadership styles to manage organizational conflicts more effectively.

Discussion and Interpretation

Interpretation of Results of Research Questions or Hypotheses

The results of this study showed that different leadership styles have different effects on conflict management in government organizations. The results of correlations and regression analyses clearly showed that transformational leadership style has a strong positive correlation with integrated conflict management. This finding is consistent with our initial hypothesis that transformational leadership style can help improve conflict management. On the other hand, the authoritarian leadership style has a positive correlation with avoidant conflict management, which confirms that this leadership style can escalate conflicts and not resolve them effectively.

Comparison of Results with Previous Studies

Previous studies have also shown that transformational and participative leadership styles help improve conflict management. For example, research by Hendel (2005) and Saeed et al. (2014) has shown that transformational leaders turn conflicts into opportunities for growth and improvement by inspiring and motivating employees. The results of the present study also confirm this. Also, our findings on the negative impact of authoritarian leadership style on conflict management are consistent with the results of research by Ting et al. (2020) and Blake & Mouton (1964), which show that this leadership style can lead to increased tensions and conflicts.

Analysis of the impact of different leadership styles on conflict management

1. Transformational leadership: Transformational leaders manage conflicts in constructive ways by inspiring, encouraging innovation, and paying attention to the individual needs of employees. These leaders tend to use integrated conflict management styles, which increase team cohesion and improve organizational performance.
2. Authoritarian leadership: Authoritarian leaders who rely on strict control and orders usually lead

to increased tensions and conflicts. These leaders use avoidant and domineering conflict management styles, which can lead to reduced job satisfaction and increased employee dissatisfaction.

3. Participatory leadership: Participatory leaders manage conflicts in constructive ways by encouraging employee cooperation and participation in decision-making. This leadership style increases employee commitment and satisfaction and creates a more cohesive work environment.
4. Servant Leadership: Servant leaders resolve conflicts using humane and collaborative conflict management styles. These leaders manage conflicts by early recognition of the conflict situation and using self-control and humility, increasing trust and cooperation among employees.

Research Limitations

Despite the valuable findings, this study has several limitations that should be considered:

1. Geographical limitation: This study was conducted only in a specific geographical area, and its results may not be generalizable to other areas. Similar research is needed in different geographical areas to better generalize the results.
2. Time limitation: The data in this study were collected in a specific period, and changes over time may affect the results. Conducting longitudinal studies to examine the long-term effects of leadership styles on conflict management can be useful.
3. Limitations in data collection tools: Using a questionnaire as the only data collection tool may affect the results due to respondent biases. Combining qualitative methods such as in-depth interviews and direct observation can help to gain a deeper understanding of the impact of leadership styles on conflict management.
4. Limitations in the number of leadership styles examined: This study examined a few specific leadership styles, and other leadership styles may have different effects on conflict management. Future research could examine leadership styles more broadly.
5. Limitations in the type of organizations: This study focused on government organizations, and its results may be different for private and non-profit organizations. Conducting similar research in other types of organizations could help to better generalize the results.

Given these limitations, more research is needed to more comprehensively and accurately examine the impact of leadership styles on conflict management. This research can help managers and organizations manage conflicts more effectively and create a better work environment by choosing appropriate leadership styles.

Conclusions and Recommendations

Summary of the main results of the study

This study examined the effect of leadership styles on conflict management in government organizations. The results showed that the transformational leadership style is positively and significantly related to integrated conflict management, while the authoritarian leadership style has a significant positive correlation with avoidant conflict management. Also, the participative leadership style was identified as one of the most effective styles in reducing conflicts and increasing organizational cohesion. These results indicate that selecting and applying appropriate leadership styles can significantly affect conflict management in government organizations and help improve organizational performance.

Significance of the results for the management of government organizations

The findings of this study are of particular importance for the management of government organizations. Government organizations require effective conflict management due to their sensitive and important role in providing public services and achieving social goals. The results of this study indicate that leaders of government organizations can manage conflicts in constructive ways and help increase employee satisfaction and commitment by using transformational and participatory leadership styles. Also, avoiding authoritarian leadership styles that may lead to increased tensions and dissatisfaction can help create a more positive and effective work environment.

Suggestions for future research

1. Investigating long-term effects: It is recommended that longitudinal studies be conducted to examine the long-term effects of leadership styles on conflict management to better understand changes over time.
2. Geographical expansion: Conducting similar studies in different geographical areas can help to better generalize the results and identify cultural and regional differences.
3. Using qualitative methods: Combining quantitative methods with qualitative methods such as in-depth interviews and direct observation can help to understand the impact of leadership styles on conflict management more deeply and comprehensively.
4. Examine other leadership styles: Future research could examine the impact of other leadership styles, such as digital leadership, entrepreneurial leadership, and ethical leadership, on conflict management.
5. Compare across sectors: Conducting comparative research between government, private, and nonprofit organizations could identify potential differences in the impact of leadership styles on conflict management.

Practical recommendations for managers

1. Promote transformational leadership style: Managers of government organizations should encourage and promote transformational leadership style that emphasizes inspiration, motivation, and attention to the individual needs of employees. This leadership style can help manage conflicts more effectively and improve organizational relationships.
2. Encourage cooperation and participation: Creating an organizational culture based on cooperation and participation can help reduce conflicts and increase group cohesion. Managers should provide opportunities for participation in decision-making and group activities.
3. Avoid authoritarian leadership style: Managers should avoid applying authoritarian leadership styles that rely on strict control and orders. This leadership style can lead to increased tensions and dissatisfaction.
4. Develop conflict management skills: Managers should strengthen their conflict management skills and use constructive and interactive methods to resolve conflicts. Regular training in conflict management can help managers increase their abilities in this area.
5. Creating a positive work environment: Managers should pay attention to creating a positive and supportive work environment in which employees feel safe and trusting. This can lead to reduced conflicts and increased employee job satisfaction.

The results of this study can help managers of government organizations improve their leadership styles and manage conflicts more effectively. By implementing the practical recommendations

presented, managers can help create a more positive work environment and greater productivity in government organizations.

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