

RELATIONSHIP BETWEEN LEADERSHIP STYLE AND CONFLICT RESOLUTION STRATEGY AMONG MANAGERS

Mridula Mishra*, Kanika Garg** and Sunil Budhiraja***

Abstract: For an organization to be prosperous, the employees are necessary to work in harmony to achieve its goals. Because leadership involves the representation of style or behavior by managers while dealing with subordinates, leadership is a critical element of the employees' actions toward the achievement of the organizational goals. The leaders may help to release tensions, harmonize misunderstanding and deal with disruptive behaviors (Fisher 2000).

The managerial grid model originally identified five different leadership styles (Authoritarian, Team, Country club, Impoverished and middle of the road) based on the concern for people and the concern for production. Conflict Resolution Strategy an Individual's mode of resolving conflict and measuring Confrontation, Compromise, Negotiation, Withdrawal, and Resignation.

This paper helps to prepare the Managerial grid and identification of Leadership Style on the basis of Managerial grid among Managers and also study the Conflict Resolution Strategy among Managers. The paper also examines the relationship between leadership style and Conflict Resolution Strategy among Managers. The data has been collected from the Managers working in the Banking and Manufacturing sector. In order to attain the objective the descriptive statistics has been used. For all Managers individual grid has been prepared to identify their leadership style.

Keywords: Leadership Style, Conflict Resolution Strategy, Managerial Grid, Manager

INTRODUCTION

Managerial Grid A graphical plot of a leader's assessment of the importance of a task versus the importance of the employees which can be used to determine leadership style which helps to on manager to take everyday decisions. The managerial grid model originally identified five different leadership styles (Authoritarian, Team, Country club, Impoverished and middle of the road) based on the concern for people and the concern for production.

"Grid" was originally developed by Robert Blake and Jane Mouton between 1958 and 1960 and first published in 1964 (Blake and Mouton 1964). The model

* Professor, School of Business, Lovely Professional University, Punjab

** Ph.D. Scholar, School of Business, Lovely Professional University, Punjab

*** Assistant Professor, School of Business, Lovely Professional University, Punjab

was particularly influenced by Fleishman's work on initiating structure and consideration (Blake, Mouton and Bidwell 1969; Blake and Mouton 1982b). Fleishman posited that there were two underlying dimensions of leadership behavior which were called "consideration" and "initiating structure" (Fleishman 1957a, 1957b; Fleishman and Peters 1952). Consideration denoted to behavior replicating respect for subordinates thoughts and consideration of their state of mind. Initiating structure stated to the amount to which a leader structured and defined his or her role and those of subordinates in order to accomplish official organizations goal. Blake and Mouton's attitudinal dimensions were called "Concern for Production", reproducing an essential attitude towards attaining results, and "Concern for People", referring to the thoughtfulness for others applied when leadership is exercised.

Blake and Mouton's Managerial Grid

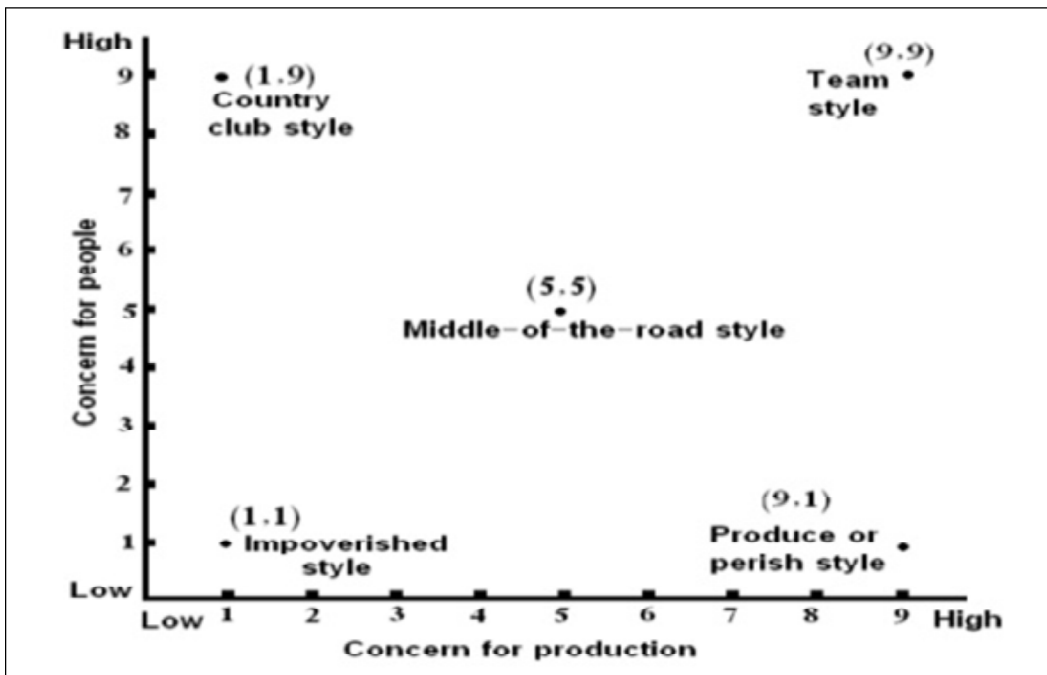


Figure 1: Blake and Mouton's Managerial Grid

Source: Blake and Mouton (1964) *The Managerial Grid*, Houston Gulf Publishing

The Blake and Mouton leadership Grid as shown in Figure 1 uses two axes:

- Concern for people which is planned on X-axis
- Concern for production or task is planned on Y-axis.

X axis and Y axis both of these have range from 0 to 9. Blake and Mouton have consist of 5 leadership styles after studying the behavior of those in managerial position's.

Table 2
The leader's characteristics according to the grid model

<i>Sr. No.</i>	<i>Components of Managerial Grid Model</i>	<i>Leader's Characteristics</i>
1	Impoverished Management(1,1)	<ul style="list-style-type: none"> ❖ Mostly Ineffective ❖ Avoid Taking Sides ❖ Stay out of Conflict ❖ The leader has neither a high reward for creating systems for getting the job done, nor for creating a work environment that is satisfying and motivating
2	Middle of the Road Management (5,5)	<ul style="list-style-type: none"> ❖ The compromiser, sensitive, Keen, and Strong to keep everyone happy. ❖ The leader is not strong on either task or people. ❖ The leader is underachieving, falling to get the best out of people or their productivity capacity. ❖ Settling for average performance and often believe that this is the most anyone can expect.
3	Country-Club Management (1,9)	<ul style="list-style-type: none"> ❖ The leader will seek compromiser between staff members and solutions that are acceptable to everyone. ❖ The leader focuses on being agreeable and keeping human relation smooth. ❖ Although innovation may be encouraged, the leader tends to reject good ideas if they are likely to cause difficulties between staff members.
4	Authority- Compliance Management (9,1)	<ul style="list-style-type: none"> ❖ Very Autocratic ❖ They tend to rely on a centralized system and the use of authority. ❖ The leader has strict work rules, policies, and procedure. ❖ The leader views punishment as the most effective means to motivate employees.
5	TeamManagement (9,9)	<ul style="list-style-type: none"> ❖ The leader will Discuss problems with the staff members, seek their ideas and give them freedom to action.

contd. table

<i>Sr. No.</i>	<i>Components of Managerial Grid Model</i>	<i>Leader's Characteristics</i>
6	Paternalism	❖ Difficulties in working relationships will be handle by encouraging people directly and attempting to work out solutions with them. Some leaders appear to use both the 'Country-Club Management' and the 'Authority-Compliance Management' style without integrating them, in exchange for compliance and loyalty.
7	Opportunism	Any combination of leadership styles can be demonstrated at various times by managers who strive for personal advancement rather than for job performance or relationship building.

(Blake and Mouton, 1964)

Conflict Management

Conflict in organizations is often avoided and suppressed because of its negative consequences and to seek to preserve consistency, stability and harmony within the organization (**Nadler and Tushman 1999**). Conflict management has grown into a major subfield of organizational behavior. Conflict resolution is prescribed not simply as a mechanism for dealing with difference within an existing social system, but also as an approach that can facilitate constructive social change toward a responsive and equitable system (**Fisher 2000**), (**Pareek and Purohit, 1997**).

Table 3
Conflict Resolution Strategy

<i>Sr. No.</i>	<i>Conflict Resolution Strategy</i>	
1	Confrontation	When the in-group perceives the out-group to be both opposed to its interests and unreasonable, the mode of confrontation may be adopted
2	Compromise	If the out-group is seen as being interested in peace (and as reasonable), an attempt may be made to seek a compromise.
3	Negotiation	The most satisfactory solution can emerge only when both groups jointly confront the problem and explore its solution.
4	Withdrawal	The attempt to get away from the conflict may be because the out-group is seen as belligerent but still open to reason.
5	Resignation	It may even take the form of denying the unpleasant situation in the hope that the conflict will get resolved by itself in due course.

REVIEW OF LITERATURE

Blake and Mouton's attitudinal dimensions were called "Concern for Production", reproducing an essential attitude towards attaining results, and "Concern for People", referring to the thoughtfulness for others applied when leadership is exercised. In the study of **Damirch et al. (2011)** conducted a study to surveying and applying managerial grid model in Iranian Prosperous Organization, according to Robert Blake and Jane Mouton dominant patterns of behavior to understanding the leadership style. The study selected 165 employees from the Iranian Prosperous Organization's. The study found that all the companies are roughly close to the middle of the road area (5,5 scores) in the leadership grid. **Gilvania et al. (2014)** conducted a study to surveying and applying managerial grid model in Iranian Prosperous Organization, according to Robert Blake and Jane Mouton dominant patterns of behavior to understanding the leadership style. The study selected 165 employees from the Iranian Prosperous Organization's. The study found that all the companies are roughly close to the middle of the road area (5,5 scores) in the leadership grid. **Mishra et al. (2015)** conducted a study to prepare the Managerial grid by using Managerial grid Model given by Robert Blake and Jane Mouton on selected manufacturing Industry. The study selected 35 employees were those of managers, supervisors and top executives in the manufacturing Industry and for all 35 managers individual grid has been prepared. The study found that most of the employees fallen in the Team Leadership style i.e. high on concern for task and high on concern for people.

Conflict management has grown into a major subfield of organizational behavior. Conflict resolution is prescribed not simply as a mechanism for dealing with difference within an existing social system, but also as an approach that can facilitate constructive social change toward a responsive and equitable system (**Fisher 2000**). **Ekhoully and Buda (1996)** conducted a study to investigate the impact of culture on styles of handling interpersonal conflicts. In order to attain the objectives two regions of world were chosen i.e. Middle Eastern Countries and states (n= 913) and US (n=144). MANCOVA was used to analyze the data. The study found that Arab Middle Eastern executives use more of an integrating and avoiding Styles in handling conflict while US executives use more of an obliging, dominating and compromising style. **Rahim (2002)** depicted a study to attain and maintain a moderate amount of substantive conflict in non-routine task at various levels and to reduce affective conflict at all levels and also examine to enable the organizational members to select and use the appropriate styles of handling conflict so that various situations can be effectively deal with. The study found that relationship of the amount of conflict and conflict-handling styles to their sources and learning and effectiveness and the management of organizational conflict involves the diagnose and intervention in conflict.

Bernardin and Alvares (1975) conducted a study to measure the relationship between discrepancy scores and effectiveness rating among superiors and

subordinates and between subordinated and first line supervisor and perception of forcing, compromising and confrontation behavioral strategies of the first line supervisor in role of conflict situations. The study selected 129 employees working the Midwestern manufacturing firm and randomly sampling was used. The study found that there is significant correlation between effectiveness ratings and resolution strategies and Result also indicated that the perceptions of role conflict resolution strategies were a function of organization level and conflict type. **Bernardin and Alvares (1976)** conducted a study to analyze the relationship between ratings of leadership traits and conflict resolution method was investigated in a large Midwestern manufacturing firm. The study selected the 129 employees who were assigned to a construction and maintenance department. In order to achieve the objective ANOVA techniques was used. The study found that perception of the most efficient resolution strategy is affected by both organizational level and conflict types. The study also found that employees are more team oriented as compare to individual. **Somech et al. (2009)** conducted a study to examine how input variable of task interdependence is related to team conflict management style and to team performance, and also examined how team identity moderates this relationship. The study selected seventy seven intact work teams from high technology companies. In order to attain the objective the descriptive statistics and correlation method were used. The study found that high level of team identity, task interdependence was positively associated with the cooperative style of conflict management. The study also found that negative association between competitive style and team performance so this style of team conflict management did not mediate between the interactive effort of task interdependence and team identity on team performance. **Zafar (2011)** depicted a study to analyze the relationship of Blake and Mouton's leadership Grid with the conflict resolution strategies of the leaders and these strategies are accommodating, avoiding, compromising, competing and collaborating. The study selected three categories of executives in the banking industry, comprising of 19 employees in each categories were those of managers, senior managers and top executives. The study found that team management supervisor is expected to prefer a collaborating resolution strategy, middle of the road supervisor is expected to adopt a compromising strategy, and task oriented supervisor is expected to adopt a forcing strategy. **Saeed et al. (2014)** conducted a study to examine the relationship between leadership styles and conflict management styles among managers, while handling interpersonal conflict (mangers and subordinates). The study selected 150 middle level managers from different private manufacturing industries. In order to attain the objective the descriptive statistics and correlation method were used. The study found that managers who perceived to exhibit more on transformational leadership style adopting integrating and obliging style of conflict management and those who perceived to exhibit more on transactional style opted for compromising style of conflict management. The study also found that managers perceived to exhibit

laissez-faire leadership style adopted avoiding style to manger conflicts with subordinates.

METHODS AND MATERIALS

Objectives of the Study

- To prepare the Managerial Grid and identification of leadership style on the basis of managerial grid among Managers.
- To study the Conflict Resolution Strategy among Managers.
- To study the relationship between leadership style and Conflict Resolution Strategy among Managers.

Research Design

A descriptive research has been conducted on 'Relationship between Leadership Style and Conflict Resolution Strategy among Managers'.

Sample Size

In order to attain the objective 150 employees were those of Managers (Middle Level Manager) selected from different Banking and Manufacturing Sector in Punjab.

Tools and Data Collection Procedure

In order to attain the objective the standardized questionnaire was used developed by *The Blake and Mouton Managerial Model (1985)* It contains 18 items; Measuring Leadership styles such as (**Authoritarian Leaders, Team Leader, Country Club Leader, Impoverished Leader, Middle-of-the-road**) and to measure Conflict Resolution Strategy standardized questionnaire was used developed by **Pareek and Purohit**, (1997) It contains 20 Items, Measuring Confrontation, Compromise, Negotiation, Withdrawal and Resignation. The split half reliability of the instrument was found to be 0.516. The data was collected from the 150 Managers from different Banking and Manufacturing Sector in Punjab with the help of standardized questionnaire on the Likert 5 point rating scale. The employees were working as managerial position (Middle Level Manager) was taken. In order to attain the objective Descriptive Statistics has been used. With the help of Descriptive statistics able to measure the frequency of Conflict Resolution Strategy.

RESULT AND DISCUSSION

The below table shows the Managerial Grid of individual Manager in which the scores of Task Oriented and People Oriented has been Shown.

Objective 1: To prepare the Managerial Grid and identification of leadership style on the basis of managerial grid among Managers.**Table 4**
Table Represents the Individual Managerial Grid of Managers.

<i>Sr. No.</i>	<i>Task Oriented</i>	<i>People Oriented</i>	<i>Sr. No.</i>	<i>Task Oriented</i>	<i>People Oriented</i>	<i>Sr. No.</i>	<i>Task Oriented</i>	<i>People Oriented</i>
1	7.6	7.6	12	7.0	7.6	23	6.6	5.8
2	7.6	7.6	13	6.8	7.6	24	8.0	7.8
3	4.4	4.4	14	7.4	7.6	25	7.8	8.0
4	5.4	5.0	15	6.6	6.8	26	5.4	4.8
5	8.0	7.8	16	5.4	6.2	27	7.0	7.4
6	4.6	5.8	17	8.4	8.4	28	6.8	6.0
7	6.8	4.4	18	7.2	7.4	29	5.6	7.2
8	6.0	6.6	19	7.0	7.2	30	6.6	6.0
9	7.2	6.6	20	5.8	6.8	31	6.8	7.6
10	6.8	7.2	21	8.2	7.4	32	6.4	6.2
11	6.8	6.8	22	7.0	7.0	33	6.0	7.4
34	5.2	5.4	73	6.2	7.0	112	6.4	6.2
35	5.8	5.6	74	8.2	8.0	113	6.0	5.6
36	7.8	8.4	75	7.2	7.8	114	5.6	6.0
37	8.2	8.0	76	4.4	8.0	115	7.2	6.6
38	8.4	8.2	77	5.2	6.6	116	7.2	7.0
39	5.6	6.4	78	6.6	6.4	117	7.2	7.6
40	7.8	7.8	79	6.8	8.0	118	7.0	6.4
41	6.8	5.4	80	7.8	7.8	119	7.2	6.8
42	6.7	6.8	81	5.2	6.0	120	5.4	5.2
43	6.5	8.0	82	3.6	5.4	121	7.8	8.0
44	7.4	6.6	83	5.0	5.4	122	7.2	7.2
45	4.7	4.6	84	5.2	5.0	123	7.2	6.8
46	6.6	7.0	85	7.0	7.0	124	7.4	6.2
47	6.6	8.2	86	7.4	6.8	125	7.0	8.0
48	5.6	7.4	87	7.8	7.6	126	6.2	7.0
49	5.8	5.2	88	7.6	7.4	127	7.8	8.0
50	7.0	6.6	89	7.0	6.8	128	7.0	6.8
51	6.8	7.0	90	6.6	6.8	129	6.2	7.0
52	7.2	7.8	91	7.2	7.6	130	7.4	8.0
53	7.0	8.0	92	7.6	7.6	131	7.2	8.0
54	7.4	8.0	93	5.2	5.0	132	7.0	7.0
55	7.2	7.6	94	6.0	5.6	133	6.8	7.0

contd. table 4

<i>Sr. No.</i>	<i>Task Oriented</i>	<i>People Oriented</i>	<i>Sr. No.</i>	<i>Task Oriented</i>	<i>People Oriented</i>	<i>Sr. No.</i>	<i>Task Oriented</i>	<i>People Oriented</i>
56	7.2	7.2	95	6.0	5.2	134	7.6	6.4
57	7.6	6.0	96	7.8	7.4	135	5.6	6.2
58	6.8	7.6	97	5.4	6.0	136	6.4	5.2
59	6.0	7.0	98	8.4	3.6	137	5.2	5.6
60	7.2	6.0	99	8.0	8.2	138	4.6	5.6
61	5.8	5.0	100	8.2	8.6	139	5.6	5.4
62	7.6	4.0	101	7.4	7.6	140	5.6	5.2
63	8.0	5.2	102	8.0	7.4	141	7.0	7.2
64	6.0	6.0	103	7.2	8.0	142	7.2	7.6
65	6.6	6.6	104	7.2	8.4	143	7.4	7.6
66	7.8	7.8	105	7.8	8.2	144	6.6	6.2
67	7.8	8.4	106	7.6	7.6	145	7.0	6.8
68	7.8	7.8	107	6.6	6.6	146	6.8	8.0
69	7.6	7.2	108	6.0	6.8	147	7.4	7.4
70	8.2	7.0	109	6.4	6.8	148	7.2	7.8
71	6.7	6.4	110	7.6	6.0	149	7.6	7.2
72	7.4	6.8	111	8.2	8.2	150	7.2	8.0

Above table shows that the Individual grid has been prepared of managers working in the Banking and Manufacturing Sector. The Grid shows the Result of task oriented and People oriented of the Managers. From the above table it is clearly observed that the Managers are more People oriented (1026) rather than Task Oriented (1019).

Objective 2: To study the Conflict Resolution Strategy among Managers

The below table shows that 5 types of Conflict Resolution Strategy such as Confrontation, Compromise, Negotiation, Withdrawal and Resignation. The first column represents the Conflict Resolution Strategy and 1, 2 and 3 where 1 represents the low, 2 Average and 3 High. The Second column first and second row shows the description of Confrontation and Compromise Conflict Resolution Strategy in which low score shows that the total score is less than 9, average shows that the total score lies between 9-15 and High score shows that the total scores is above 15. The Second column third row shows the description of Negotiation Conflict Resolution Strategy in which low shows that the total score is less than 10, average shows that the total score lies between 10-16 and High score shows that the total scores is above 16. The Second column Fourth and Fifth row shows the description of Withdrawal and Resignation Conflict Resolution Strategy in which low shows that the total score is less than 9, average shows that the total score lies between 9-15 and High score shows that the total scores is above 15.

Table 5
Table represents the Conflict Resolution Strategy among Managers.

		<i>Value Label</i>	<i>N</i>
Confrontation	1	Low <9	22
	2	Average 9-15	110
	3	High 15<	18
Compromise	1	Low <9	18
	2	Average 9-15	115
	3	High 15<	17
Negotiation	1	Low <10	4
	2	Average 10-16	116
	3	High 16<	30
Withdrawal	1	Low <9	12
	2	Average 9-15	115
	3	15<	23
Resignation	1	Low <9	5
	2	Average 9-15	125
	3	High 15<	20

The above table shows that out 150 managers 22 managers are on low whereas 110 managers are on average on Confrontation conflict resolution strategy. 18 managers are high on Confrontation Conflict resolution Strategy.

The above table shows that out 150 managers 18 managers are on low whereas 115 managers are on average on Compromise conflict resolution strategy. 17 managers are high on Compromise Conflict resolution Strategy.

The above table shows that out 150 managers 4 managers are on low whereas 116 managers are on average on Negotiation conflict resolution strategy. 30 managers are high on Negotiation Conflict resolution Strategy.

The above table shows that out 150 managers 12 managers are on low whereas 115 managers are on average on Withdrawal conflict resolution strategy. 23 managers are high on Withdrawal Conflict resolution Strategy.

The above table shows that out 150 managers 5 managers are on low whereas 125 managers are on average on Resignation conflict resolution strategy. 20 managers are high on Resignation Conflict resolution Strategy.

From the above table it is clear that 30 managers are high on Negotiation conflict resolution strategy, then Withdrawal and so on. It shows that most of the managers use negotiation conflict resolution strategy. That is the most satisfactory solution can emerge only when both groups jointly confront the problem and explore its solution. (**Pareek and Purohit, 1997**).

The Below figure Shows the relationship among Leadership Style and Conflict Resolution Strategy among Mangers.

Objective 3: To study the relationship between leadership style and Conflict Resolution Strategy among Managers

From the figure it is clear that shown values of items that were achieved after analysis of result defined in the questionnaire. Each point represents the leadership dimension and styles that are obtained from each respondent individually. From the figure it is clear out of 150 managers 143 managers fallen in team leadership style it shows Managers who were working as a managerial position fallen in Team leadership style and they all have very high potential to complete their task. The above figure also shows that in a group Managers fallen in the team leadership style and they are using withdrawal conflict resolution strategy.

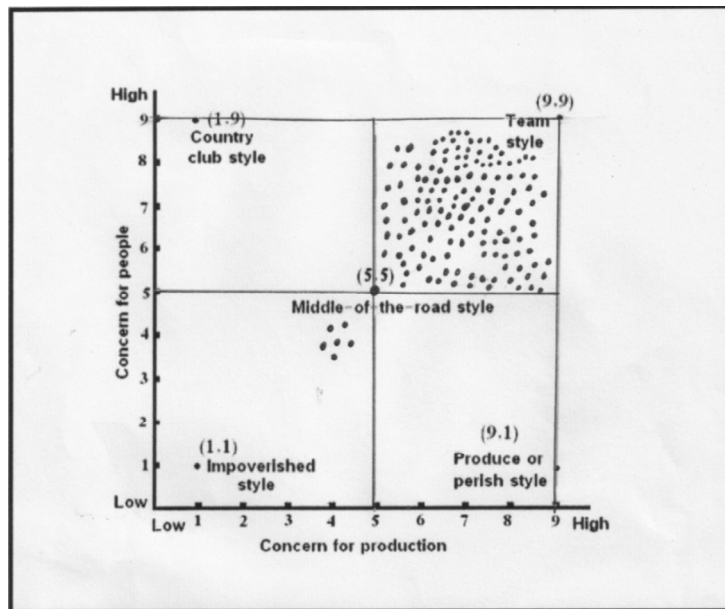


Figure 3: Managerial Grid

CONCLUSION

The present study found that Managers who were working in the Banking and Manufacturing Sector as a managerial position were People Oriented and individually they are using Negotiation Conflict Resolution Strategy in a group Managers were fallen in the Team Management style and they are using withdrawal Conflict Resolution Strategy (Mishra et al. 2015) study found that Employees who were working as a managerial position in the Vinayak fabrics fallen in Team leadership style and they all have very high potential to complete their task. (Zafar 2011) study found that growing number of executives in all the three categories perceived them to be practicing in the team management style and also found that

team management supervisor is expected to prefer a collaborating (Withdrawal) resolution strategy.

MANAGERIAL IMPLICATIONS

This research makes a contribution to Disruptive Change in the Global Economy because it helps to prepare the individual grid of the managers working in the manufacturing and service sector. This helps to identify what kind of Manager they are and what kinds of style there are using in work culture. Today most of the organizations face challenges to resolve conflict among their employees, this study help to identify the best conflict resolution strategy among managers. The result of the study indicates that individually Manager fall in People Oriented and they are using Negotiation Conflict Resolution Strategy and in a group Managers were fallen in the Team Management style and they are using withdrawal Conflict Resolution Strategy. So the finding of the present study will also help to the Managers to see their Leadership Style and their perspective Conflict Resolution Strategy. If the Manager is not fall in the best suited leadership style given by Blake and Mouton and Conflict Resolution Strategy given by Thomas and Kilmannthen the Manager can change their leadership style as per the requirement of the time.

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