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IMPACT OF LEADERSHIP STYLE ON CONFLICT MANAGEMENT ON JOB SATISFACTION

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ABSTRACT:

This study presents the significance of effective leadership and conflict management on employee satisfaction. The significant leadership must be presented in various professions and groups of employees. Besides, the variety of different aspects, effective leadership and conflict management on job satisfaction is recognized in the present scenario. Satisfied employees play a significant role in acquiring organizational objectives and this is also important for the leaders to consider the different aspects relating the performance, motivation, and job satisfaction. Developing an effective skill of conflict resolution is an essential component of leadership, Unresolved and sustainable conflict often brings loss of productivity and growth of the organization, and creates a barrier to collaboration. For the leader, good conflict resolution ability equals job satisfaction for the employees.

INTRODUCTION:

The study indicates that there are two important issues of management which are job satisfaction and leadership both are very closely related (S.Afshinpour, 2014). Leadership has been the focus of study for a long time, and several interpretations have been given according to a different viewpoint. It can be defined as the process where an individual influences attitudes and behavior motivates, and inspires towards common goals (Evans, 1998). A successful leader will lead to specific goals and it has to be ensured that all employees are committed to these goals. A leader can motivate and inspires all members to attain the set goals through trust and satisfaction (Northouse, 2018). Employees may be satisfied intrinsic and extrinsic traits of their job. The level of satisfaction may be increased by acquiring the extrinsic characteristics through

communication and collaboration with the employees. They can place trust in the leader when they feel that their needs are addressed and leader exhibits the trait to solve their issues. (Al Rahbi, 2017). The leader must respond to changing environment and social configuration and employees 'expectations for achieving the growth of their organization (Pongpearchan, 2016). Leader may use a variety of styles, but the success may be determined by their choice (Ross & Gray, 2006). The study focuses on the transformational leadership style which indicates the importance of this leadership resolving the conflicts at the workplace in various professions.

Transformational leadership styles have been the subject of research for a while. It can motivate the employees to desire change and improve efficacy and job satisfaction. A transformational leader is anticipated to satisfy the employees and value their contribution to success to the organization. Resultantly, this leadership style is related to the effectiveness, better working conditions and job satisfaction of the employees (Jovanovica, 2016). There are three important aspects of transformation leadership style which are as follows:

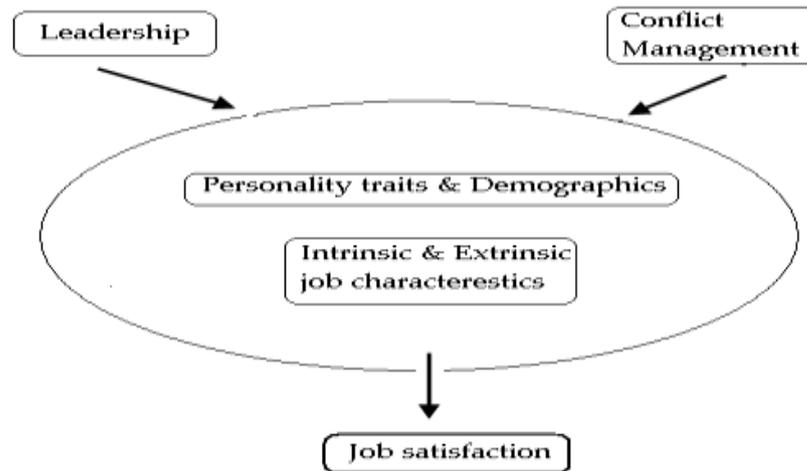
- Empowering and inspiring followers by addressing the needs of employees to attain success for the organization.
- Cultivate trust and build confidence, and pride.
- To produce followers who have comparable skills.

A leader can establish a sustainable leadership model and it opens to new ideas and implements new ways of teaching. Leadership is a crucial factor for motivating employees, resolving conflicts in the organization and achieving organizational goals (Howell, 2013).

METHOD:

The study aims to discuss the effect of leadership on conflict management and job satisfaction at the organizational level. For the conduct of the study, most of the assistance has been taken from the secondary source. The qualitative analysis has been interpreted and discussed rising from both primary and secondary sources. The selected study design for replying to the study objectives consists of mainly qualitative. It is important to mention that a conceptual framework was also highlighted in the study by showing leadership and conflict management concerning the objectives of the study.

Conceptual framework:



The framework of the present analysis explains that there is a considerable relationship between the leadership manner and conflict management which leads to job satisfaction of the employees. The effect may be different when there is change in the personality traits of the leader and demographics.

Discussion and analysis:

The leaders show the characteristics which encourage communication among different stakeholders (Sosik, 2016). A successful leader inspires and encourages followers to achieve goals set by the leader. It has been found that there is a prominent correlation between leadership style, job satisfaction, and conflict management (Blair, 2018). According to the study, there are different prominent styles of leadership including: transformational leadership, passive leadership and transactional leadership. There are numerous challenges confronted by the leaders while performing their tasks. Conflict management at the workplace is a particular issue that is faced by the leader every time. It is, therefore, expected by the leaders to comprehend the various approaches in managing conflicts at workplace. The leadership style ensures that the leader must use suitable conflict management techniques so that he determines the nature of conflicts to deal with them.

Transformational leader and conflict management:

Effective leadership has a major impact on conflict resolution. A transformational leader is very much helpful for conflicting groups working together with a single force towards common goals. He provides an environment that deals with the conflict and disorderly behavior professionally. A transformational leader adopts cooperation as the most frequently used strategy of conflict resolution. The study suggests that transformational leaders encourage creativity and flexibility and critically analyze the policies, evaluate, and achieve effective performance (Tengi, 2017). A transformational leader focuses on future and value creativity and high motivation. A synergistic environment is created through this leadership style, which enhances the collaboration towards change. It has been found that the tone of conflict management is set through the leadership style. The personality trait of the

leader plays an important role during the conflict management process. Veteran transformational leaders choose conflict management strategies and ensure any kind of relationship is not affected (Neves, 2019). A transformational leader recognizes which conflict management strategies are suitable for each case. Leaders can use different techniques to determine conflicts at the workplace. A leader's effectiveness leads a better way of removing differences among people (Wanjiru, 2019). Successful leaders understand the reason for conflict and apply the best approach to solve the conflict and it also enhances their approach to highlight the conflict situation in the organization.

Conflict is an outcome of diverse disputes among employees, groups, and the management as well. These can be managed by those who employ significant strategies to end the conflict and create a peaceful ambiance in the organization. It has been found that the effectiveness of the leader conflict at work has shown a negative correlation between job satisfaction and conflict (Khun-inkeeree, 2019). It has been reported that the transformational leadership approach is related to a low level of conflict at school (Chandolia, 2020).

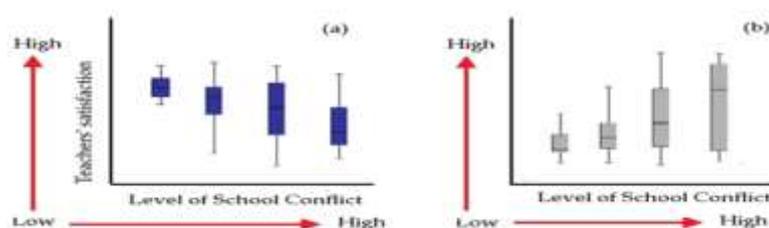


Figure: Comparison of the level of school conflict and level of teachers' satisfaction with (a) Transformational, (b) Laissez-faire leadership style.

Source: (Chandolia & Anastasiou, 2020)

According to the study, the correlation between satisfaction and conflict has been modified such as school conflict was correlated with teacher satisfaction. Transformational leadership styles highlight the adverse correlation between satisfaction and conflict. Contrary to that positive correlation shown when there was Laissez-faire approach was taken by the teachers. It was also suggested that leadership is one of the most significant parameters in the organization which affects job satisfaction (Saiti, 2007).

CONCLUSION:

Employees 'satisfaction may be enhanced through different parameters. The research shows a noteworthy impact of leadership on work satisfaction. It is important to mention that leadership is very much important in different fields and employees group. Irrespective of different determinants in the study, it is evident that leadership affects job satisfaction, and resolving conflict in the organization. The leader needs to have awareness and understanding relating to conflict management and nature of divergence and leadership approach on the commitment of the employees and work satisfaction.

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