

# A Systematic Review on: Leadership and Conflict Management

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## ABSTRACT

*The purpose of this review is to identify and investigate any gaps regarding the influence of leadership theories or styles on conflict management. The study was designed using a qualitative and descriptive analytical technique. The preceding theoretical and empirical literatures are compiled through systematic review. Despite the fact that a lot of study has been done on leadership and conflict resolution, it hasn't been specific. The research question that prompted this systematic review was: Which identified leadership theories or styles are most closely related to conflict management? In order to fill the gaps in the literature, this systematic review were combine the leadership theories or styles used in conflict management. It were done this through employing content analysis to describe the various literature found and to explore the most prevalent leadership theories or styles used in conflict management. The data were derived from the databases Google Scholar, which the reviewer chose for its broad scope of both published and unpublished studies, Science direct or Scopus, which is included for its high quality, Taylor & Francis, and Emerald. In this systematic review, databases were systematically searched for eligible studies that are directly related with that of leadership and conflict management and that are published between 2010 and 2023. A total of 31 of the original 210 articles were finally included in the study as a result of this evaluation, allowing a clear outline and plan to be followed during the review process. The researcher employed three inclusion criteria in this systematic review, such as the search boundary, the publication date, the language, and the keywords. To improve the conclusions from this review, the study removed unpublished articles, working papers, and conference papers. After the search process was complete, the leadership theories or styles and conflict management*

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*were grouped by the publication year, authors, study title, objectives, findings, and the type of research method used to investigate the influence of leadership theories and conflict management.*

**Keywords:** *Leadership Theories, Leadership Styles, Conflict Management, Systematic Review*

## INTRODUCTION

Leadership is the art of influencing people to work together to achieve a common goal. It is the process of directing and motivating individuals or groups of individuals to take action to accomplish a specific goal. Leadership involves inspiring, setting direction and providing guidance. It also involves providing resources, developing relationships and creating an environment of trust and cooperation. Leaders create an atmosphere of trust, accountability and respect (Saeed, 2014). Leadership is a matter of intelligence, trustworthiness, humaneness, courage, and discipline with everyone. Therefore, we need good leaders to help guide us and make the essential large-scale decisions to keep the organization and world moving. Dealing with leadership failures shapes the future of any organization (Lisa & Jim, 2009).

Leadership is hard work, and it's getting harder. To truly excel, to truly be a great leader over the long term, you must have the courage and persistence to do the hard work of leadership. It's challenging to consistently deliver positive financial outcomes, achieve excellent team performance, carry out a strategy, handle many competing priorities, and promote innovation and managing different conflicts.

You must understand that as a leader, you alone can and must perform difficult tasks; if you don't do it, you will harm both your company and yourself. If you are ready to be a true leader, then it's time to learn a rule that few leaders understand. That is the hard rule of leadership: If you avoid the hard work of leadership, you will become a weak leader. If you tackle the hard work of leadership, you'll become a strong leader (Vince, 2016). What makes a leader effective? Interpersonal, political, intellectual, business management abilities and conflict management abilities are all necessary for effective leadership (Yukl, 2006). Organizing skills, envisioning success and ability to achieve social integration is also important for leaders. One of the most important traits a leader must possess is the ability to ensure their team's efficiency and harmonious relation

in achieving the organization goals and maintaining cohesive team. By developing transparent systems and a sharing culture, they should seek the cooperation of the workforce in terms of information for monitoring the organization and its objectives. Leadership works with the vision, culture, values and all strategically aligned features of the organizations (Puranik, 2017). Generally speaking, a visionary perspective, adaptability to change, personality flexibility and high moral and ethical standards are found to be highly effective behavioral characteristics in leadership during company growth and stability. In addition, the capacity to build social and human capital along the sense making and giving to the employees during conflict management process is also one of the most important skills of leadership throughout organization difficult time (Abdul, 2020).

Furthermore, effective leadership ensures the situation whereby subordinates are capable of cooperating with one another rather than maintaining rigidity that leads to conflicts (Bass & Riggio, 2006). Specifically, leaders play a critical role of moving employees involved in a conflict situation from antagonistic to a more integrative and collaborative solutions, thus changing conflict situation into a mutual problem sharing situation (Bass & Riggio, 2006).

Leadership plays a major role in conflicts management. It is defined in terms of “particular type of power relationship characterized by a group member’s perception that another group member has the right to prescribe behavior patterns for the former regarding his activity as a group member” (Janda, 1960). One of the critical roles played by leadership in conflict management is based on its values such as active listening skills, team management, ethical and moral standards. Such values play a positive role in both preventing as well as resolving conflicts (Kazimoto, 2013; Maier, 2010; Bass & Riggio, 2006).

## **Leadership Theories and Styles**

Over time several leadership theories have arisen to describe what effective leadership is. Many theories on leadership have been developed in the last two centuries. Leadership theories try to explain why some leaders are effective, and others do not and aim to provide options for different scenarios. Since “Great Man” theories, which evolved in the 19<sup>th</sup> century, leadership research has been growing significantly. Nevertheless, the question still arises: what are the ingredients that are associated with a great leader? Below, we will share the main types of leadership theories:

## **Great Man Theory**

The fundamental premise of the early leadership studies was that leaders were born with particular natural talents and heroic characteristics that have inspired others to follow them. The effort toward explorations for common traits of leadership is protracted over centuries as most cultures need heroes to define their successes and to justify their failures. In 1847, Thomas Carlyle stated in the best interests of the heroes that “universal history, the history of what man has accomplished in this world, is at the bottom of the history of the great men who have worked here”. Carlyle claimed in his “great man theory” that leaders are born and that only those men who are endowed with heroic potentials could ever become the leaders. He opined that great men were born, not made.

## **Trait Theory**

Early theorists believed that leaders were born with specific physical and psychological features that set them apart from non-leaders. The notion of whether leadership skills were inherited or learned was discarded by trait theories. According to Ekvall and Arvonen (1991), identified two traits: emergent traits, which are heavily influenced by heredity, such as height, intelligence, attractiveness and self-confidence and effectiveness traits, which are based on experience or learning.

## **Behavioral Theories**

Researchers tried to determine what a leader does rather than what a leader is since they were unable to come up with a set of universal leadership characteristics. Contrary to trait theory, behavioral theories of leadership suggest that leadership may be learnt. According to behavioral theories of leadership, leaders can be identified by their specific characteristics. These theories are predicated on the idea that a successful leader in any setting is one who demonstrates the behaviors that are most supportive of group productivity and group psychosocial development (Kovach, 2018).

## **Contingency Theories**

Researchers next began to look at contextual and situational elements that have an effect on leadership effectiveness. These theories argue that there is no one best way to lead, thus those in charge should assess the environment they are working in and modify their approach accordingly to increase their effectiveness. These theories stress the importance of considering other factors, such as group characteristics and the environment of the organization, in order to fully understand leadership. The traits of

followers, traits of work environments and follower tasks, and external situations are the main situational variables. These theories argue that there is no one leadership style that applies to or should be used in all circumstances at work and that the optimum type of leadership relies on situational factors. Because of this, effective leaders may modify their style of leadership to suit the needs of the group, the circumstance, and the goals that need to be met (Kovach, 2018).

### **Situational Leadership Theory**

Situational leadership was first articulated by Paul Hersey and Ken Blanchard in 1969; it is based on the premise that an effective leader's style and approach should be modified to fit the circumstances in order to be successful. Situational leadership style means that, depending on the circumstances of their subordinates and their level of motivation, leaders must adjust the degree of supportiveness and directness to their employees.

### **Path-Goal Theory**

Path-goal theory was created by Robert House in 1971. He was a graduate at Ohio State University; this theory was later updated in 1996. According to its definition, a leader should make their followers' paths clear and efficiently guide them toward their goals by removing obstacles. Directive leadership is preferred when a task is challenging and ambiguous.

### **Leader-Member Exchange Theory**

Leader-member exchange theory originally made in 1975 states that because of time pressure, a leader and some members build a special relation, and this group is known as in-group, and those members who are not the part of this group come in our group. Those followers who are the part of in-group get some favorable attitude from the employees in comparison to those members who are the part of out-group. The focus of the leader-member theory is on the relationship quality of a leader and his subordinates (Kovach, 2018).

### **Transactional Leadership Theories**

By the late 1970s and early 1980s, the leadership theories began to diverge from the specific perspectives of the leader, leadership context, and the follower and toward practices that positioned a further focus on the interactions between the followers and leaders. According to House and Shamir (1993), transactional leadership was defined as a style of leadership where follower-leader relationships were based on a number

of agreements. According to the transactional theory, leaders not only affect followers but also are influenced by them. The focus of transactional or exchange theories is on outcomes, and success is determined by the organization's system of incentives and punishments. In an effort to identify the components that would lead to the best performance, interactions between leaders and followers were examined.

The key characteristics of transactional leaders include their emphasis on the role of supervision, formal authority, and use of extrinsic motivation to motivate followers, strict adherence to rules, and development of a mutual reinforcement dynamic wherein individual and organizational goals are aligned. Transactional theories value a jointly beneficial relationship between leaders and followers since human beings are searching for pleasurable experiences and avoiding distasteful situations.

Observing transactional leadership, Bass and Avolio (1994) defined it as "a type of contingent-reward leadership that had active and positive exchange between leaders and followers whereby followers were rewarded or recognized for accomplishing agreed upon objectives." These rewards from the leader may imply appreciation for merit raises, bonuses, and job accomplishment.

### **Transformational Theories**

Burns (1978), who originated the transformational leadership approach, tried to understand followers' needs and motivations in order to achieve both leadership objectives and followers' full potential. A link between leaders and followers becomes possible through transformational leadership, which raises both parties' levels of motivation and morality (Northouse, 2016). A framework for transformational leadership was devised by Bass (1985) based on four characteristics of transformational leadership: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence is when a leader exhibits the attitude and commitment that they want their followers to imitate. Inspirational motivation is communication of a common vision and motivating followers by outlining significant goals in straightforward ways. Intellectual stimulation is the encouragement of followers to bring their creativity, beliefs, and values to cooperatively solve problems. Finally, individualized consideration occurs when the leader pays close attention to each follower's requirements, treats each worker as an individual, and considers their desires for advancement.

## **Servant Leadership Theories**

The term “servant leadership” was created by Robert Greenleaf. Greenleaf stated in a 1970 essay that “the servant-leader is a servant first. It starts with the instinctive desire to help others and put others first. Then, through conscious choice, one develops a desire to lead. This individual differs significantly from one who takes on leadership roles first, perhaps as a result of the need to quell an odd power need or obtain material possession. The leader-first and the servant first are two extreme types. Between them, some shadings and blends are part of the infinite variety of human nature. The difference manifests itself in the care taken by the servant first to make sure that other people’s highest priority needs are being served. The best test, and difficult to administer, is: Do those served grow as persons? Do they, while being served, become healthier, wiser, freer, more autonomous, more likely themselves to become servants? Moreover, what is the effect on the least privileged in society? Will they benefit or at least not be further deprived?” (Greenleaf, 1970). This leadership perspective is founded on the idea that leaders should be focused on developing an emotional connection with the followers; empathizing with their needs; caring for and empowering them; and establishing the favorable conditions for followers to grow and succeed. In place of self-interest, servant leadership puts others’ needs first. It emphasizes change, long-term connections, and focus on the future.

### **Authoritarian (Autocratic)**

Leaders make all the decisions and have complete control over their followers. This style can be effective in times of crisis or when quick decisions need to be made, but it can also lead to resentment and low morale among followers.

### **Participative (Democratic)**

Leaders share decision-making power with their followers. This style can be more effective in the long term, as it builds trust and commitment among followers, but it can also be slower and more difficult to implement.

### **Laissez-Faire**

Leaders give their followers a lot of autonomy and freedom. This style can be effective when followers are highly skilled and motivated, but it can also lead to chaos and confusion if followers are not clear on their roles and responsibilities.

## **Conflict Management**

Conflicts can arise for a variety of reasons in various businesses, including but not limited to structural issues like staff specialization, a lack of resources, abuse of authority, as well as differences in responsibilities and expectations (Barmao, 2013). Conflicts also arise when parties are in a scenario where their aims, preferences, and concerns differ from those of other parties (Baton, 2000). According to Baton 2000, Sharma and Sehrawat (2014), Kazimoto (2013), this can be brought on by disparate perceptions, opinions, personalities, communication styles, values, backgrounds, interests, wants, needs, preferences, or goals, disparate values, a lack of trust and understanding, personality conflicts, hostility, opposing interests, poor communication, interpersonal issues, as well as frustration.

In a group or organization, conflict management fundamentally refers to a method that increases the positive parts of conflict while decreasing its negative features (Alper, Tjosvold & Law, 2000). Its goal is to improve group and individual results, such as an organization's efficiency or performance (Alper, Tjosvold & Law, 2000). Due to its ability to prevent conflicts and permit workers to focus on their task, conflict management plays a crucial role in workplaces, including but not limited to enhancing productivity. This logically implies that in order to improve organizational performance, leaders must appropriately handle conflicts. In fact, it is suggested by Obasan (2011) that effective conflict management enhances decision outcomes, particularly in task-related conflict and group through a constructive critique as most tasks permit idea exchange and support higher worker performance. The same way (Vigil-King, 2000) contends that successful conflict management fosters strong organizational commitment and provides support, work satisfaction, and increased productivity.

Leadership abilities that are obviously crucial for managing conflicts in organizations, such as focusing on effective interpersonal communications, working with a strategic plan, and delineating roles and responsibilities, are applied naturally in conflict management (Program, 2006; Kazimoto, 2013). In particular, leadership promotes a balance between the organization's interests and the individual's own interests, ensuring harmonious relationships between leaders and subordinates and, ultimately, either preventing conflicts or minimizing their negative effects (Bass & Riggio, 2006).

## **Research Debates**

Leadership has been associated with behaviors including dedication to the organization, satisfaction with, and confidence in the leader (Judge & Piccolo, 2004), and employee's intention to leave the organization (Bycio et al., 1995). Leadership has also been associated with employee creativity and motivation (Dvir et al., 2002). Leadership also predicts performance outcomes (Barling et al., 1996). Leaders also have an effect on employee well-being. Leadership predicts employee safety (Mullen & Kelloway, 2009) leadership also determines the stability of the work environment. Taken together, these data clearly suggest that leadership matters, and we now turn our attention to identifying which aspects of leadership or leadership theories or styles are very important in resolving conflicts and predicting organizational stability. Despite the fact that there has been a lot of study done on leadership and conflict resolution, this assessment shows that it has not been exhaustive or focused. This systematic review focuses on leadership ideas or styles and conflict resolution. There are several leadership theories or approaches that have been used successfully in a variety of companies. When choosing a leadership philosophy or style for the purpose of managing disputes, several factors must be taken into account because the business environment is changing quickly. It is discovered after looking through numerous research that all the ideas of leadership and conflict management are not covered comprehensively in a systematic manner. The relationship between various leadership theories and conflict management was not taken into account in the studies on the subject at hand. Studies that discussed leadership theories or styles in relation to conflict management in various ways were found, however not all theories were taken into consideration in order to determine how they affected conflict management. These studies are therefore necessary to close the knowledge gap on the systematic review of leadership theories or styles and conflict resolution for selecting leadership theories in conflicting environments. This systematic review was undertaken with the goal of filling this research gap by posing the question: Which identified leadership theories or styles are most closely related to conflict management? As a result, this systematic review will provide an answer to the question of how to combine leadership theories or styles used in conflict management by using content analysis to describe the various literatures and explore the most prevalent styles or theories.

## **Research Method**

This study used a systematic review of leadership theories or styles and conflict resolution. A systematic review is a review of a well-defined subject that makes use of systematic and explicit procedures to find, pick, and evaluate pertinent research as well as to gather and analyze data from the studies that are part of the review. Systematic reviews often respond to their research issue by synthesizing all relevant data and assessing the reliability and validity of that data. A systematic review extracts and analyzes data from previously published research on the subject, aggregates interpretations into a well-rounded conclusion, and presents and integrates the characteristics and findings of the search results in a systematic manner. The finest reviews link theory to evidence and evidence to theory in order to derive general theoretical conclusions about what a body of literature means (Siddaway et al., 2019). In order to derive theoretical conclusions about what the literature means, an effective systematic review synthesizes studies in support of a clearly specified set of objectives with pre-defined eligibility criteria for investigations.

## **Data Gathering and Searching Strategy**

Only 31 of the original 210 articles were finally included in the study, as shown below. This allows for a precise outline and plan to be followed during the review process. The review approach allows for the creation of a systematic, repeatable, and transparent analysis in this study, and the paper used a systematic article selection procedure, as outlined. The data were derived from the databases Google Scholar, which the reviewer selected for its broad scope of both published and unpublished studies, Science direct or Scopus, which is included for its high quality, Taylor & Francis, and Emerald. In this systematic review, databases were systematically searched for eligible studies that are directly related with that of leadership and conflict management and that are published between 2010 and 2023. Based on this review, the reviewer selected 31 articles out of 210 studies that came up in the search, 179 articles were rejected because they were taken out of context, and they had no relevance to the study or its goals. Finally, 31 articles that dealt with leadership theories or styles and conflict management were used for a more thorough systematic assessment. The identification of the articles was conducted as per the following diagram.

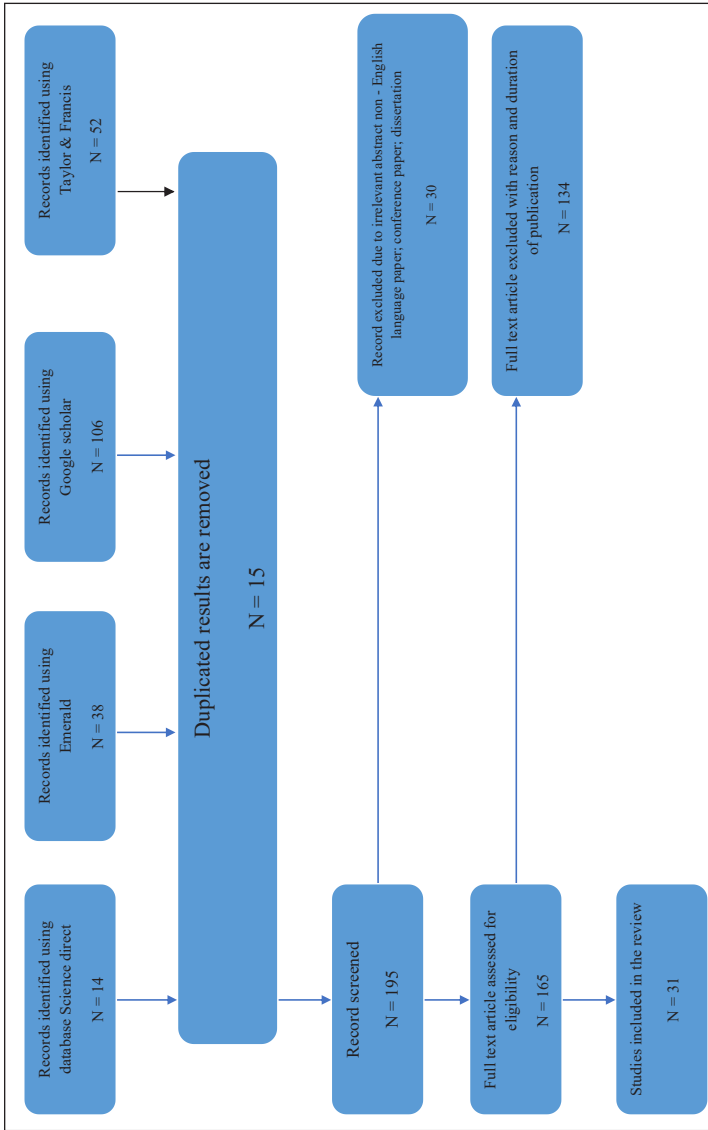


Fig. 1: Diagram That Shows a Search Strategy

## Inclusion and Exclusion Criteria

Some criteria for inclusion and exclusion were employed in the current investigation. The inclusion criteria consistently, dependably, uniformly, and unbiasedly identify the study population. Three inclusion criteria, including the search boundary, the publication date, the language, and the keywords, were employed in this systematic review. The search's findings came from English-language journal articles that were published between 2010 and 2023. The following keywords were used in the initial search: "leadership", "Leadership theories", "leadership styles", and "Conflict management". Additionally, a number of inclusion criteria were employed by the study to filter papers for the review. These characteristics included the use of English language, the years from which the papers were published (2010–2023), and the fact that the paper's primary focus was on leadership theories or styles and conflict management. The exclusion criteria comprise factors or characteristics that exclude the population recruited for the study. These elements could affect the result parameter as confounders. The exclusion criteria include duplication, relevance, and quality. It was accomplished by reading the abstract and conclusion of articles that were downloaded from various databases. In order to ensure quality, the study eliminated unpublished journals, working papers, and conference papers. The relevancy was assessed by determining if articles matched the search-string keywords.

## Analysis of Data

This study used descriptive content analysis, which was done using the categories on the data extraction form. In order to discuss the research characteristics results based on databases and level of analysis, it was done using tabulation, charts, and percentages. The preceding empirical and theoretical literatures are compiled via a systematic review. The reader is given a brief overview of the examined papers in this study according to the descriptive analysis, which also helps with the research features.

**Table 1: Coding and Categorization for Systematic Review**

<b>Dimensions</b>		<b>Frequency</b>	<b>Percentage</b>
Countries Context	Developed countries	12	38.7
	Developing countries	7	22.6
	Sub-Saharan countries	4	12.9
	None	8	25.8
	Total	31	100

Dimensions		Frequency	Percentage
Type of organization	Agriculture	1	3.22
	Service	14	45.16
	Manufacturing	6	19.4
	Others	3	9.7
	None	7	22.6
	Total	31	100
Leadership style evaluated	Autocratic	0	0
	Democratic	0	0
	Situational	0	0
	Laissez faire	0	0
	Transformational	2	6.5
	Transactional	0	0
	Servant	2	6.5
	Ethical	2	6.5
	Mixed styles	5	16.1
	Others	8	25.8
	None	12	38.7
	Total	31	100
Methods used	Quantitative method	19	61.3
	Qualitative method	8	25.8
	Mixed method	0	0
	Empirical	1	3.2
	Case study	0	0
	Others	3	9.7
	Total	31	100
Topics and main sub-jects	Leadership and conflict management	26	83.9
	Mediating and moderator factors	5	16.1
	Others	0	0
	Total	31	100

Table 1 showed how the background of the country had informed the first categorization of codes. Every country had varied conditions, and each had a different management philosophy and leadership style. A leadership or motivational strategy that had been proven effective in one nation might not work in another. The countries in this classification of context were divided into four series: developed countries, developing countries, Sub-Saharan regions, and none if the research was not particularly conducted in/or for a particular country. The setting for the research had been categorized using the codes A through D.

The foundation for the other classification is the organization that was analyzed. There are differences between industries in terms of organizational structure, the way of working, culture, and leadership style. Consequently, this section has been subdivided into five categories: agriculture, services, manufacturing, others, and none. The codes range from A to E, accordingly.

The other classification tries to group the leadership styles assessed in the articles with letter codes from A to K. This classification is important because leadership styles gives people direction, helps in the execution of plans, and inspires employees. Besides assigning codes to eleven different leadership styles, one code is given to a category where no specific leadership style is investigated.

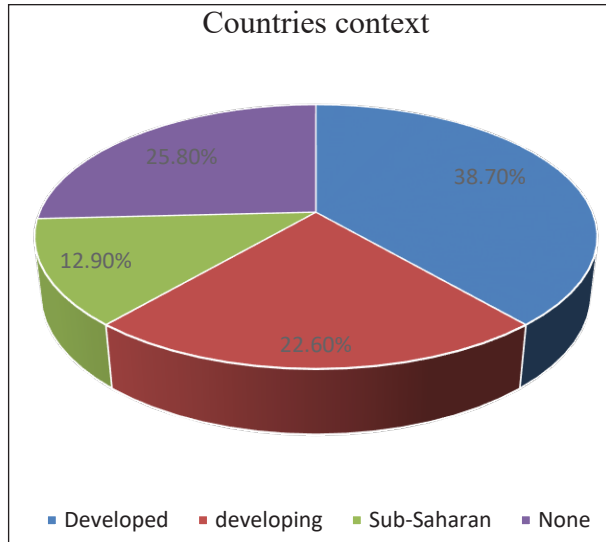
The other classification entails describing the research techniques that were employed. This category has been given the codes A through F. It was crucial to categorize research as either quantitative or qualitative. If a research paper does not fit into one of the listed categories, it may fall into other categories such as mixed method, empirical, and others.

The last classification tries to group the subject or topic and primary issue assessed in the publications labeled with letters A through C. This classification is important since the topic or primary subject of the study gives the problem that the study is trying to solve. As a result, the topic is treated as a different categorization base in this systematic study.

## RESULTS AND DISCUSSION

Following the completion of the search process, the leadership theories or styles and conflict management were grouped according to the publication year, authors, study title, objectives, findings, types of research, types of organization, and the geographic area in which the studies were conducted. This study used a systematic review approach to look at the conflict resolution and leadership theories.

Additionally, the current study aimed to assess the study's deliverables; a descriptive analytical technique was employed to arrive at conclusions and suggestions. On the basis of the codes given to the articles in the previous section, this section disclosed the data classification and categorization of 31 articles. Table 1 presents the results along with an analysis and interpretation of those results. Research gaps had been identified for further research based on the findings.



**Fig. 2. The Countries Context on Which the Studies were Conducted**

The country setting of the publications under examination was recognized in the first classification. The country context was split into four sections, A, B, C, and D, for coding purposes. Developed nations received the code A, developing nations received the code B, Sub-Saharan nations received the code C, and all other nations received the code D.

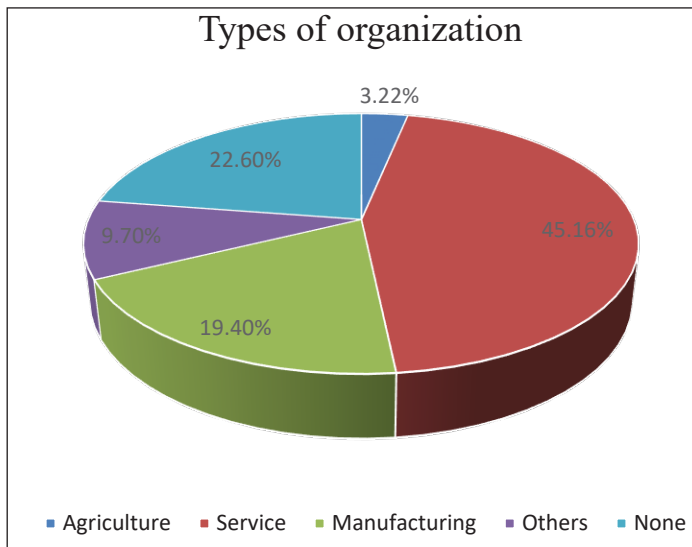
As shown in Fig. 2, the vast majority of studies—38.7% of the articles were carried out in industrialized nations. Of the publications reviewed, about 25.8% were not country-specific. 22.6% of the studies under evaluation were conducted in underdeveloped nations. However, only 12.9% of the papers that were assessed were about Sub-Saharan Africa. From this we understand that the reviewed studies on leadership theories and Conflict management issues pertaining to the Sub-Saharan country were lacking. This shows a major research gap that needs to be investigated in future research.

This classification, coded from A to K (Fig. 3), attempts to group the various theories of leadership considered in the research under consideration. Eleven leadership styles are given codes, and one code is given to a category where no specific style is being assessed. Most research (38.7%) do not focus on any one type of leadership theories or styles; however, 6.5% of publications analyze transformational, ethical, and servant leadership styles independently; 16.1% of papers examine mixed forms; and 25.8% of studies focus on other diverse styles.

Generally, from the evaluated leadership style the studies totally did not consider Transactional, Situational, Autocratic, Democratic and Laissez faire leadership styles particularly to investigate the relation between leadership theories and conflict management. From this we understand that the major and commonly known leadership styles or theories are not considered particularly in the articles. This shows that the major research gap that demands future research investigation.

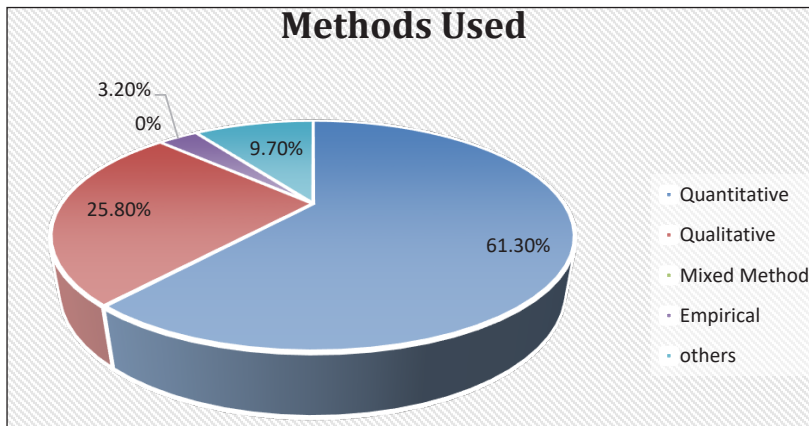


**Fig. 3: Leadership Theories or Styles Evaluated in This Review**



**Fig. 4: The Type of Organization**

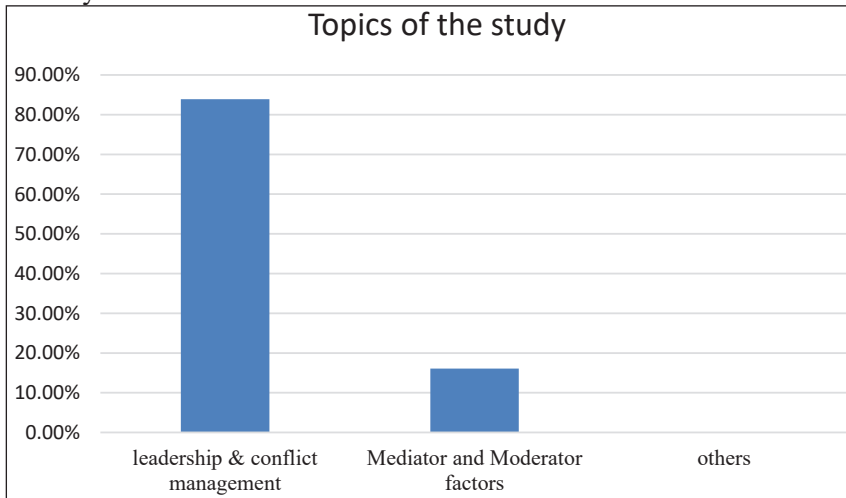
This classification demonstrates the industry-based categorization. Five categories—agriculture, services, manufacturing, others, and none—have been established for this section. The codes range from A to E, accordingly. According to the aforementioned statistic, 45.16 percent of the articles under examination are focused on the service sector, while 22.6 percent of the articles under study didn't specify the type of organization they were researching. 19.4% of the articles analyzed had a manufacturing business focus. Only 9.7% of the publications analyzed had a focus on another form of organization, and 3.2% had an agriculture sector focus. This suggests that the reviewed publications lack concentration in the manufacturing and other organizations. This identifies the area of research where additional study is required. As a result, researchers must look into how various leadership theories or philosophies affect conflict management in manufacturing organizations.



**Fig. 5: The Methods Applied by the Studies**

In this category of classification, the research methodologies employed for the study were identified and plotted in Fig. 5. Quantitative, qualitative, mixed, empirical, and other kinds of this data had been coded in sets of letters from A to E. Only quantitative methods were employed in about 61.3% of the papers under study, whereas only qualitative approaches were used in 25.8% of the articles. However, none of the publications under study used a mixed methodology; just 3.2% of the articles used an empirical approach, while the remaining 9.7% used different approaches. This indicates that the mixed technique was completely disregarded in the reviewed articles. This shows a significant research gap that has to be

filled by future research.



**Fig. 6: The Topics of the Study Conducted**

This type of classification involved determining the theme or primary subject on which research was concentrated, as shown in Fig. 6. Leadership and conflict management, as well as mediating and moderating elements and others, have been categorized using letters from A to C. The direct relationship between leadership and conflict management was observed in approximately 83.9% of the articles under study. The remaining 16.1% of the studies used mediating and moderating factors as a variable to show the indirect impact of leadership on conflict management. From this we understand that the indirect effect of leadership on conflict management is not studied well or sufficiently. Therefore, this indicates the major research gap that has to be investigated in future research. Future researcher has to investigate the indirect relationship between leadership and conflict management by utilizing a mediator variable through structural equation model.

### **The Study Findings Discussion**

In a variety of their duties, leaders deal with difficult challenges. Conflict in the workplace is a specific problem that leaders might experience. To effectively manage their organization, leaders must have a thorough understanding of the different conflict management strategies that are employed. To do this, they must become highly competent in all areas of conflict resolution (Wanjiru, 2019). The various approaches to leadership

should make sure that leaders define and determine the nature of conflicts as they attempt to resolve them while using most effective conflict management techniques. A strong leader should be able to identify the characteristics, abilities, or conflict resolution techniques that are most appropriate in any situation. Leaders can deal with issues using a variety of ways. According to Marquis (2015) and Saiti (2015), the five strategies are Smoothing Accommodating, Forcing-Competing, Avoidance, Compromise, and Collaboration Integration. This study highlights the influence of leadership theory on conflict resolution. The study primarily discusses the leadership theories or philosophies that managers should use to handle the many disputes that may arise in the workplace. The examined research on leadership theories or styles and conflict management, according to this systematic review, has a stronger emphasis on generalized leadership theories or styles. Therefore, even though some theories or styles of leadership are taken into account when discussing conflict management, each theory of leadership is not specifically taken into account in the study and was neglected. Therefore, the evaluated studies did not take into account different leadership philosophies, such as autocratic, democratic, situational or contingency leadership styles. Even if transactional, laissez-faire, and transformational leadership theories or styles were taken into consideration collectively, they are not taken into account specifically to observe the influence of leadership theories on conflict management. This indicated a major research gap that needs to be investigated in future research.

Conflicts can occur between individuals, between groups, or inside groups. Lack of communication, disobedience to the norms, and a lack of cooperation can all lead to conflicts between various individuals or groups of individuals within an organization. Conflicts can arise in various businesses for a variety of reasons, including but not limited to structural constraints like staff specialization, a lack of resources, abuse of authority, and varying roles and expectations of individuals (Barmao, 2013). Conflicts also arise when parties are in a scenario where their aims, preferences, and concerns differ from those of other parties (Baton, 2000). According to Baton 2000, Sharma and Sehrawat (2014), Kazimoto (2013), this can be brought on by disparate perceptions, opinions, personalities, communication styles, values, backgrounds, interests, wants, needs, preferences, or goals, different values, a lack of trust and understanding, personality conflicts, hostility, opposing interests, poor communication, interpersonal issues, as well as frustration.

To properly manage these causes of conflict, many leadership philosophies will be needed. To handle disputes at work, leaders might employ a variety of conflict resolution techniques. As a result, it is reasonable to draw the conclusion that organizational leaders must consider the situation when handling various conflicts that may arise in the workplace. Future researchers should apply this study to various businesses by concentrating on the manufacturing sectors, as the service sectors were the primary emphasis of the publications we analyzed. The researchers have looked at how different leadership theories or styles affect resolution of conflicts. In order to better understand how each leadership theory or style influences conflict management in various enterprises, particularly in manufacturing companies, it is advised to employ the whole range of leadership theories or styles. In general, it is advised to consider how each leadership theory or style influences conflict resolution.

Additionally, as we are all aware, each country's circumstances influenced its management philosophy and style of leadership. It's possible that a leadership style that has worked in one country won't work in another. As a result, according to the study's findings, the bulk of the investigations were carried out in both developed and developing nations. This showed that research on leadership theories and conflict management in the Sub-Saharan region was lacking. This indicated a major research gap that needs to be investigated in future research.

In order to assess the methodology used by the reviewed publications, the researcher has also looked at the influence of various leadership theories or styles on conflict management. As a result, according to the study's findings, the evaluated articles showed that the majority of the research used pure quantitative methods while some used pure qualitative methods. This showed that the mixed method is ignored in the papers that have been analyzed about leadership theories or styles and conflict management. Therefore, future researcher has to investigate the influence of leadership theories or styles on conflict management by using a mixed method to combine inductive as well as deductive thinking, and offsetting limitations of exclusively quantitative and qualitative research through a complementary approach that maximizes strengths of each data type and to facilitate more comprehensive understanding.

The researcher also has examined the influence of leadership theories or styles on conflict management to evaluate the main subject utilized by the reviewed articles. Therefore, as per the study findings the reviewed

articles indicated that the majority of the study were conducted to indicate the direct relation that exists between leadership and conflict management. The indirect effect of leadership on conflict management is not studied well or sufficiently. Therefore, this indicates the major research gap that has to be investigated in future research. Future researcher has to investigate the indirect relationship between leadership and conflict management by utilizing a mediator variable through structural equation model.

## **SIGNIFICANCE OF THE REVIEW**

This study is extremely important for two main reasons. One is that the paper adds to the body of knowledge already available on conflict resolution and leadership theories or styles. Two, the report identifies the research voids and proposes a research agenda for upcoming specialists in the area. The authors' main contribution is their listing of the main area that future researcher can focus on, as well as the methodology they can use, leadership theories or styles that can be taken as appropriate for handling conflicts, as well as the sector and region they may choose to concentrate on.

## **FUTURE RESEARCH DIRECTION**

The current review primary contribution was a summary of the topics covered in these review and the identification of knowledge gaps. The current study looked at 31 articles that were solely concerned with researching leadership theories or styles and conflict resolution. Based on the gaps discovered, it can be concluded that there is plenty of room for new study in the field of leadership and other areas that can be related to it. According to the results of the current study, future researchers can concentrate on Sub-Saharan countries and look into the ways that conflict can be managed by different leadership theories in these nations' workplaces. The study of the influence of leadership theories or styles on conflict management across various geographical contexts can be the focus of future studies.

Therefore, this study recommends that rather than generalizing leadership theories, research be done on the influence of various leadership

theories or styles on conflict management with various sector organizations and geographic locations. In addition, future researcher has to conduct the study on the influence of leadership theories on conflict management through a mixed method in order to strategically integrate or combines rigorous quantitative and qualitative research methods to draw on the strengths of each. To observe the contribution of each leadership theories or styles on conflict management the future researcher has to investigate how each leadership theories or styles will contribute to conflict resolution within the manufacturing working environment. Moreover, the majority of the reviewed articles were conducted only to observe the direct relation that exists between leadership and conflict management. Therefore, future researcher has to conduct the study in order to investigate the indirect relationship between leadership and conflict management by utilizing a mediator variable through structural equation model.

## LIMITATION OF THE STUDY

The only researches included in this paper are those that used the terms leadership, leadership styles, leadership theories, and conflict management and were published between 2010 and 2023. The use of descriptive content analysis as a method of data analysis places yet another restriction on this study. Even though the researcher used a systematic approach to guarantee there were no potential biases in the study, this form of data analysis is susceptible to potential subjectivity. Future research might therefore decrease the problem of subjectivity by employing a variety of software tools, as these technologies allow a researcher to minimize the subjectivity that commonly arises during the application of conventional content analysis and in the implementation of codifications manually carried out by an academic.

## CONCLUSION

The main objectives of this systematic review are to present, explore, and identify gaps in the literature regarding the influence of leadership theories on conflict management. Leadership focuses on enhancing employee motivation, intelligence, and effectiveness, and leadership theories can be used more to resolve conflicts. However, the reviewed

articles did not identify the most effectively used leadership theories in conflict management. Because the majority of the study conducted on generalized leadership theories or styles, the articles did not concentrate more on the particular leadership theories. In order to clearly determine which leadership theories are best for handling various conflicts in the environment, the future researcher must concentrate on the leadership theories in particular and look at for how they affect conflict resolution. Conflicts can be intergroup, intra-group, intrapersonal, or intrapersonal. Lack of communication, disobedience to the norms, and a lack of cooperation can all lead to conflicts between various individuals or groups of individuals within an organization. To properly manage these causes of conflict, numerous theories of leadership will be needed. Consequently, our analysis suggests that managers should use a situational leadership style. The contingency/situational theory contends that there is no ideal way for leaders to lead. For managers, different circumstances call for diverse leadership theories or styles. So, while monitoring conflict management, it is essential to dig further in this technique.

In addition, the studied article gave insufficient concern for manufacturing organizations. Moreover, the whole researchers have failed to investigate the influence of leadership theories on conflict management through the mixed approach. There was also a problem regarding geographical coverage of the study. Furthermore, the majority of the reviewed articles were focused on the direct relation that exists between the leadership and conflict management. The articles gave insufficient concern for indirect relationship that exists between leadership theories and conflict management when they conduct the study. Therefore, future researchers are suggested to carry out research by filling these gaps and focusing on unexplored issue depend on their geographical areas with their organizations.

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**APPENDIX I**

The Articles that reviewed in the systematic review are stated in the following table.

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Mladen-Adamovic, 2020	Bringing the leader Back in: Why, How and When leadership empowerment behavior shapes co-workers' conflict	Exploring the role of leader empowerment behavior (LEB) in influencing coworker conflict	Quantitative approach and explanatory design	We find that LEB relates negatively to relationship and task conflict through affective and cognitive trust in leaders. We further find that LEB relates negatively to relationship and task conflict through reduced workload, but only when employees have a clear role description	Leadership Empowerment behavior	None	Australia	Agriculture, forestry, and fishery
Fadim Cinar, 2012	Conflict Management and Visionary Leadership: An Application in Hospital Organizations	The main aim of our study, to discuss the causes of conflict in two public hospitals with visionary leadership dimensions used by	Quantitative approach and explanatory design	it was seen that according to the hospital employees' opinions, the managers hold an average level of visionary leadership characteristics. The hospital managers failing to pay sufficient attention to the visionary aspect of the hospital because they deal with daily routine works may be perceived as	Visionary leadership	Problem-solving style, Adaptation style, Dominate the style, Avoid style and Com-promise style.	Turkey/Istanbul	public hospitals

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Anthony Aful-Broni, 2012	Conflict Management in Ghanaian Schools: A Case Study of the Role of Leadership of Winneba Senior High School	The study examined the role of school heads in managing conflict.	Descriptive design	<p>moderate visionary leaders by the hospital employees. as a result of the hospital administrators who have a moderate level of visionary leadership as a style of conflict management, problem solving and compromise often has been determined</p> <p>The findings indicated that conflict in the school originated from threat to students' autonomy, disregard for teachers and students' needs, and struggle over power and scarce resources.</p>	None	None	Ghana	Senior High school
Sigrit Al-tma'e and Kulno Tur'rk, 2013	Thomas-Kilmann's Conflict Management Modes and their	To analyze the relationship between Thomas-Kilmann's	Quantitative approach	The results indicate that leaders who are task-oriented, according to Fiedler's model, tend to Tuse more competing as he dominant CMM, while relationship-oriented leader	Fiedlers leadership style/ Relationship	Thomas-Kilmann (1974 - Conflict	Estonia	Estonia organizations

Authors & Year	Title	Objectives of the study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
	relationship to Fiedler's Leadership Styles	Conflict Management Modes (CMM) and Fiedler's Leadership Style (LS) measures, both in the data, and from the theoretical perspective.	Descriptive and inferential	are more accommodating. The authors also analyze the effect of individual characteristics, finding that younger managers are more task-oriented while older ones are typically relationship-oriented and conflict avoiding; women are more collaborative and less conflict avoiding, and men tend to use the accommodating mode more than women. Surprisingly, women tend to be more competitive.	Foriented and task oriented	MODE Instrument) competing, collaborating, promising, avoiding, accommodating)	Estonia	Estonia organizations
Ran Kuttner, 2011	Conflict Specialists as Leaders: Revisiting the Role of the Conflict Specialist from a Leadership Perspective	The aim of this article is to explore the cross fertilization between the emerging fields of alternative dispute resolution (ADR) and leadership.			None		None	None

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
VuyisileM-sila, 2012	Conflict Management and School Leadership	<ul style="list-style-type: none"> <li>To investigate pertinent skills that school principals need to be able to deal with conflict in their schools.</li> <li>Exploring how school principals build positive strategies to deal with conflict.</li> <li>To investigate how school principals can introduce and sustain an effective school culture and school climate that enhances school growth despite conflicts.</li> </ul>	Qualitative research methodology	The study found out that few principals are prepared adequately for conflict management. They tend to misunderstand the role of conflict and maintain that it should be immediately avoided or halted.	None	None	South Africa	Four primary and four secondary schools in two historically black African areas

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Peihua Dai, 2021	differentiated transformational leadership, conflict and team creativity	<ul style="list-style-type: none"> <li>To see whether the idea of building teams in schools is ideal for dealing with conflicts effectively</li> </ul> Investigated the impacts of differentiated transformational leadership (TFL), including team-focused TFL and individual-focused TFL, on team creativity through the mediating effect of team conflict, consisting of task conflict and relationship conflict.	Experimental study	Team-focused TFL has a significantly positive impact on team creativity through the mediating effect of task conflict, whereas individual-focused TFL has a significantly negative impact on team creativity through the mediating effect of relationship conflict.	Transformational leadership	None	China	None

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Muammer-Maral, 2021	Does leadership style of school administrators affect conflict management?	This study aims to examine the effects of school administrators' leadership styles on conflict management strategies.	Correlational model	Among the leadership styles, school administrators exhibit the transformational leadership style the most and laissez faire leadership style the least; among the conflict management strategies, they exhibit integrating and compromising strategy the most and dominating strategy the least.	Transformational, Transactional, and laissez faire leadership	Integrating, Obliging, Avoiding, Dominating, and Compromising	Turky/ Istanbul	Public primary, secondary and high schools in Kagithane district of Istanbul province.
Alfred Wong et al., 2016	Servant leadership for team conflict management, co-ordination, and customer relationships	This study explores the dynamics by which servant leaders might work with their sales and other teams so that they develop quality relationships with customers.	Structural equation model	Our findings indicate that servant leaders, teams are able to discuss their disagreements, frustrations, and difficulties directly and work out solutions for the benefit of the team and their customers.	Servant leadership	Co-operative conflict management	China	Consumer electronics retailing firms in Beijing,

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Alfred Wong et al., 2019	Ethical leaders manage conflict to develop trust	The purpose of this paper is to propose that effective ethical leaders develop high quality relationships with team members; in particular, they manage their conflicts with team members cooperatively.	Empirically tested this hypothesis	Through cooperative conflict management, leaders develop trusting, mutually committed relationships. Ethical leaders and their employees avoid competitive conflict where they try to impose their ideas and resolutions on each other.	Ethical leadership	cooperative and competitive conflict management.	China	Different organizations across industries in Guangdong Province, China
Fathma A .Fakih et al., 2021	Factors constraining leadership capacity in resolving conflicts at the zanzibar state trading corporation	This study looks into the factors constraining leadership role in managing conflicts and recommends strategies for improving leaders' capacity to conflicts management at ZSTC.	Qualitative research methodology/practice	Findings confirmed that constraints to leadership in managing conflicts were in four categories; notably lack of effective communication, ineffective leadership and management practices, inequitable distribution of resources, and nonexistence of conflicts management institutions.	None	None	Zanzibar	Zanzibar State Trading Corporation (ZSTC)

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Alfred Wong et al., 2012	Business and regulators partnerships: Government transformational leadership for constructive conflict management	This study proposes that government transformational leadership is an important foundation for constructive conflict management and effective partnerships.	Correlational model/Structural-Equation-Model	Specifically, structural equation analysis results support the model that transformational leadership fosters cooperative approach to conflict and reduces competitive conflict management that in turn result in respectful, effective partnerships that develop industries.	Government transformational leadership	Cooperative and competitive conflict management.	China	Shanghai, China, from government bodies and business organizations from diverse industries.
Neetha VeerappaKardakal et al., 2015	Impact of leadership role perspective on conflict resolution styles - a study on small and medium sized entrepreneurs of Karnataka State in India	<ul style="list-style-type: none"> <li>To identify dimensions of leadership role perspective and conflict resolution styles of entrepreneurs.</li> <li>To determine whether the leadership role perspective of SME entrepreneurs impacts their conflict resolution styles.</li> </ul>	Structural-Equation-Model	The results of the current research clearly support the hypothesis that entrepreneurs' leadership role perspective influences their conflict resolution styles.	None		India	SME entrepreneurs in Karnataka.

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Hector R. Flores et al.,2018	Intra-team conflict: the moderating effect of emotional self-leadership	The aim of this paper is to present a model of the moderating role of emotional self-leadership on the cognitive conflict–affective conflict relationship and their effect on work team decision quality.	None	Key to understanding why cognitive conflict sometimes leads to improved decision quality and sometimes it does not is the role of emotional self-leadership. Through emotional self-leadership, team members can actively anticipate, guide and focus their emotional responses to cognitive conflict and reduce their experience of affective conflict, improving team decision quality.	Emotional self-leadership		None	None
Dr. Sunil Ujagare and Sreedevi-Malappurath, 2020	Dynamics of power in teams: a leaders' role in conflict resolution	<ul style="list-style-type: none"> <li>To understand the dynamics of power,</li> <li>To examine the influence of power dynamics on team leader, in conflict resolution</li> </ul>	The paper examines selected literature	Conflict resolution is a learned skill that can be developed. Any leader can learn and improve his conflict resolution skills. Utilizing conflict resolution strategies using cooperative power however, requires experience through practice, persistence, patience, and reflection.	None		None	None

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Elisavet Chandolia and Sophia Anastasiou, 2020	Leadership and Conflict Management Style Are Associated with the Effectiveness of School Conflict Management in the Region of Epirus, NW Greece	The aim of the present work was to assess the issue of school conflict, its sources, and the effectiveness of different conflict management styles in Secondary Education school units in Greece.	Significance of differences was evaluated with one-way analysis of variance (ANOVA) followed by Tukey's post-hoc tests.	The results indicate that leadership and conflict management style can be associated with the effectiveness of conflict management.	Transformational, transactional and laissez-faire	Avoiding, Compromising, Collaborating, Forcing, Competing, and Smoothing-Accommodating.	Greece	Secondary education school
Jerko GLAVAŠ, Veljko KONDJIĆ, Iva BALIĆ, 2018	leadership and conflict management in production organisations	The aim of the research was to investigate how people respond to and manage workplace conflicts.	Descriptive design	Leadership was seen as the ability to influence the group in terms of managing conflicts in order to achieve organizational goals. For a long time, workplace conflicts were considered a bad	None	Dialogue and compromise	None	Production organization

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Sameer Limbar, 2012	Leadership Styles & Conflict Management Styles of Executives	the study examines the relationship between leadership styles and the conflict management styles of the executives of the large and middle scale industries in Nashik	pearson correlation coefficient and mean value	<p>Thing that should be avoided. However, a conflict-free group is immune to change and innovation. For this reason, a certain amount of conflict within a group is desirable in order to remain creative and self-critical.</p> <p>The results indicated that leadership styles and conflict management styles of executives are related. The study further revealed that the missionary leadership was most preferred among executives. Deserter leadership style was rejected by the executives. Appeasement conflict management style was the most preferred by the executives and the resignation was the most rejected conflict management style. missionary leadership style is positively.</p>	Missionary leadership, deserter leadership and developer leadership	Appeasement and resignation	Nashik	Large and middle scale industries in Nashik

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Patricia I. Fusch and Gene E. Fusch, 2015	Leadership and Conflict Resolution on the Production Line		Minithe-nographic descriptive case study research design & qualitative study	<p>Correlated with resignation, wedrawals, defusion and confrontation conflict management styles. developer leadership style is negatively correlated with resignation, wedrawal, defusion confrontation and negotiation conflict management style. executive leadership style is positively correlated with appeasement conflict management style.</p> <p>Results obtained from themes demonstrated that the production supervisor had some leader-member exchange leader characteristics including modeling behavior, individualized support of team members, resolving conflict in an appropriate manner.</p>	Leader-member exchange	None	Washington	Global company that manufactures

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Ravinder Jit, Chandra Shekhar Sharma and Mona Kawatra, 2016	Servant leadership and conflict resolution: a qualitative study	The purpose of the present study was to examine the choice of conflict management strategies made by servant leaders.	Qualitative study (narrative inquiry)	The study suggests that the servant leaders manifest conflict management styles which are more persuasive, humane and participative. Their chief strategies for resolving subordinate-subordinate conflict are initial diagnosis of the situation; leader's intervention in facilitating an amicable solution; and impartiality of the leader while effecting resolution of conflict. Diagnosis of the conflict situation, self-restraint, patience, composure and humility of the servant leader have emerged as major leadership characteristics, as well as strategies for dealing with any provocative employee behavior.	Servant leadership		India	Education sector, corporate sector and public (government) sector

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Amira A Ibrahim, Ahlam M El-Shaer and Neamat M El-Sayed, 2011	Leadership styles and conflict management strategies of head nurses at mansoura university hospital	Investigate relationship between leadership styles and conflict management strategies of head nurses at Mansoura University Hospital.	Descriptive design.	There was a highly statistical significant relation between all leadership styles and cooperative conflict management strategies (integrating, obliging and compromising) of the studied sample head nurses. Also, cooperative conflict management strategies enhance extra effort, work effectiveness and satisfaction of head nurses. Transformational leadership was the dominant practiced style followed by laissez faire and transactional leadership. As well, the integrating strategy had the highly degree of practice followed by obliging. Most of conflict arise among all members in hospital was dysfunctional. Miscommunication is the main reason of conflict on hospital followed by misunderstanding.	Transformational, Transactional, and laissez faire leadership	Integrating strategies, Obliging strategies, Compromising strategies, Dominating strategies and Avoiding strategies	None	Mansoura University Hospital

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Tahir Saeed, Shazia Al-mas and M. Anis-ul-Haq and GSK Niazi, 2014	Leadership styles: relationship with conflict management styles	The purpose of this study is to examine the relationship between leadership styles and conflict management styles among managers, while handling interpersonal conflict	Quantitative approach	Managers who perceived to exhibit more on transformational leadership style adopted integrating and obliging style of conflict management. Those who perceived to exhibit more on transactional style opted for compromising style of conflict management. Whereas, managers perceived to exhibit laissez-faire leadership style adopted avoiding style to manage conflicts with subordinates.	Transformational, Transactional, and laissez faire leadership	Integrating, obliging, compromising, dominating and avoiding	Pakistan	Private sector manufacturing industries
Anil Sehrawat and Tanu Sharma, 2014	Leadership and Conflict Management Style among Indian Managers	The present study explores the relationship between the six styles of leadership: pioneering, strategic, management/administration, and team, pastoral	Quantitative approach	The results of this study suggest that managers preferred problem solving style of conflict resolution. It has a positive relationship with all styles of leadership. The next preferred style of conflict resolution is assertive style; it also has a positive relationship with all styles	Pioneering, Strategic, Management, Team, Pastoral, and Encouraging	Problem Solving, Asserting, Avoiding, Compromising, and Accommodating	North India	Organizations established North India

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Mohammad Hossein Chabokinezhad, 2021	Investigating the Effect of Leadership Styles on Conflict Resolution Methods and Attitudes of Employees of Yazd Electricity Distribution Company	and encouraging styles and five styles of conflict management: problem solving, asserting, avoiding, compromising and accommodating. This research investigates the effect of leadership styles on conflict resolution styles and employee attitudes with regard to the moderating role of demographic variables in the Yazd Electricity Distribution Company.	Descriptive and correlational research in terms of method (causal design) survey method	of leadership. Compromising and accommodating styles are also used by leaders for conflict management. A voiding style either has no relationship or has negative relationship with leadership. The results of testing the research hypotheses showed that leadership styles have a significant and positive effect on conflict resolution styles and employee attitudes. Also, the demographic variable has a moderating role in the relationship between leadership styles and attitudes among employees of Yazd Electricity Distribution Company	None	Flexibility, avoidance, competitiveness, participatory problem solving, and compromise,	none	Yazd Electricity Distribution Company

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Muhammad Latif Khan et. al. , 2015	The Modes of Conflicts and Managerial Leadership Styles of Managers	The purpose of this study is to examine the choice of strategy in conflict management with relation to their leadership styles among managers in banking sector of Pakistan.	descriptive and correlational research	The result of this study finds out the positive correlation between leadership/managerial styles and modes of conflict management. It is also revealed that most of the managers belong to team manager category and most of the managers used the accommodating and collaborating conflict management modes to handle any issue in the organization.	Country Club Leadership, Produce or Perish Leadership, Impoverished Leadership, Middle of the Road Leadership and Team Leadership	Competition, collaboration, avoidance, Accommodation and compromise	Pakistan	Banking sector
LouaKhaliand Jean Hartley, 2022	Public leadership to foster peacebuilding in violently divided societies	This paper examines public leadership for peacebuilding in divided societies emerging from severe violence. to investigate peacebuilding leadership processes.	Abductive research design (Qualitative approach)	Reveal that leading for peacebuilding exhibits inverse processes of social identity leadership and that political astuteness is also critical to navigate integration and differentiation within/across groups.	None	None	Northern Ireland and Bosnia Herzegovina	Public leaders, working for civil society organizations in Northern Ireland, and in Bosnia Herzegovina

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Paraskevopoulou, Kyriaki and Ioannidou, Eirini, 2017	The role of the leader in the resolution of conflicts and in the management of human resources	This study aims to explore the principal's role in the resolution of conflicts and in the management of human resources. The basic purpose of this article is to study the issue of conflict in primary schools and the role of the principal in resolving it. In addition, it aims to clarify the role and the contribution of the principal as a school leader from the viewpoint of	Survey was conducted	The results revealed that there are conflicts between principals and teachers to a large extent. Finally, according to the analysis of the results it was ascertained that there are inconsistencies between the views of teachers and principals, in several parts of the research, and this probably can be attributed to the differences in their roles.	None	None	Greece	Primary schools

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ChayamikaBhayana, Vishal Gupta and Kirti Sharda, 2020	The Role of Shared Leadership in Managing Conflicts in Multigenerational Teams:A Research Framework	the principals themselves but also from the viewpoint of the teachers. The study proposes a conceptual framework to examine the role of shared leadership in multigenerational teams in promoting positive team outcomes for such teams.	Qualitative	The study posits that if shared leadership emerges in multigenerational teams, it is likely to promote the adoption of cooperative conflict management styles and inhibit the adoption of competitive and avoidant styles, thereby leading to positive outcomes like team performance and team member satisfaction.	Shared leadership	Cooperative, Competitive, and Avoidant	India	None
Mayowa T. Babalola et. al., 2016	The Relation Between Ethical Leadership and Workplace Conflicts: The Mediating Role of Employee Resolution Efficacy	this research examined the role of ethical leadership in conflict situations.	Correlational	our findings show that ethical leadership relates to employees' increased feelings of efficacy in dealing with conflict situations.	ethical leadership	None	France	None

Authors & Year	Title	Objectives of the Study	Methods	Findings	Leadership Theories or Styles	Conflict Management Models	Study Area	Cases of the Study
Nadine Hamadou, 2023	The Role of Leadership in Conflict Management in Cameroon	The study sought to analyze the role of leadership in conflict management in Cameroon	Desktop methodology (secondary data)	Leadership influences how conflicts are addressed, either through direct intervention or by simply setting an example for others to follow. Leadership plays a vital role in conflict management in Cameroon. Effective leadership can help to reduce conflicts and promote peace and stability in the country.	None	None	Cameroon	None