A Study of Leadership and Conflict Management Style in Public and Private Universities Inlucknow

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Abstract

Leadership style of a manager may have an impact on the decision on which conflict management method to choose. The major objective of this research was to verify an abbreviated version of the leadership and conflict management questionnaire using a sample from a university. For the purpose of assessing leadership and conflict, a great number of questionnaires have been devised. As a result, it is necessary to evaluate the reliability and construct validity of the shortened version of the leadership questionnaire using a data sample from a university. Our research presented a comprehensive pilot study of questionnaires as trustworthy and valid tools, which may be suited for use in academic research and organizational practise to evaluate leadership styles.

Index Terms: Leadership style, Conflict management styles, Pilot study

I Introduction

Organizations work together and interact with one another as social units. Towards the achievement of its goals, an organizational structure is established, where people of various genders and ages as well as educational backgrounds and perspectives as well as religion and culture come together to work in various capacities as managers, subordinates, employees, and co-workers across various departments (Valentine, 2001). There may be some differences in views as a result of these distinct backgrounds or environments, which might result in a dispute. Conflict is a complicated phenomenon that happens in every organization at some point in its history. According to research on conflict management styles, every one of us has a tendency to utilize one or two of the five tactics listed above more often than the others. When confronted with an interpersonal dispute, some individuals choose to collaborate rather than to argue or compromise. Identify the five primary types or techniques of conflict management that managers use in their organizations (see figure 1). That is to say, despite the fact that there are five distinct approaches to resolve a problem, a person who collaborates is more likely than a person who tries to force, accommodate, avoid, or compromise the situation. When it comes to dealing with interpersonal conflict situations, cooperating is an approach that has several benefits. Cooperating with the other party encourages innovative problem solution and is an effective method of building mutual respect and rapport. Collaboration, on the other hand, requires time, and many conflict situations are either very urgent or too little to warrant the time investment required to cooperate.

Fig 1: *Conflict situation*

The use of cooperation is inappropriate in many conflict situations, and one of the other four conflict management tactics should be used instead. An organization's success is dependent on its workers' cooperation in order for the company to fulfill its objectives. Given that effective leadership is the demonstration of a certain style or conduct by managers or supervisors when interacting with subordinates, leadership is an important predictor of the actions taken by workers in pursuit of the organization's strategic objectives. Human beings have been learning about conflict throughout the course of history, and with their insatiable appetite for knowledge, experimentation, and innovation, as well as their proclivity for forcing situations to become their slaves, they have mastered the art of resolving conflicts down through the ages. People have always been fascinated by juxtapositions, both in the outer and inner worlds. However, along with all of humanity's technological and mechanical advancements, the emotional advancement of humans has propelled them to the top of the food chain, displacing all other species in this ecosystem. Conflict may appear in various forms, but the capacity of humans to deal with it has improved steadily through time as a result of the passage of time. Around the globe, there are a plethora of approaches of coping with human conflict, which are passed down from parent to child, generation to generation, and from one life experience to the next. Controlling disagreements is one of the life skills that everyone learns and puts into practice. Some people are more successful at it than others. Without a doubt, the forms of conflict have changed throughout time in response to the shifting elements of society. The battles for existence and nourishment that existed in ancient times have been replaced by conflicts that exist in today's technologically advanced society. In order to follow their strategic vision and remain competitive in today's global market, organizations, according to Thomas Friedman, need competent leadership to achieve success (1992). Over the past fifty years, researchers have focused their attention on understanding what it is that distinguishes a successful leader from those that operate at a just average or average level in their leadership roles. Educational institutions must undergo a variety of transformations, including changes in administration, teaching and learning procedures, assessment systems, and professional development programmes, among other things. Principals and Heads who seek to practice their leadership in a more appropriate, relevant and timely manner, especially in times of transition, can benefit from his research, which he hopes will give advice and direction.

II Preliminary Study

When two individuals, two groups, or two countries engage, their perceived needs and aspirations may be at odds with one another (Amason et. al., 1997). Incompatible differences

between parties that result in interference or resistance, as well as violations of norms and procedures may be a source of conflict. Conflict is seen differently by different individuals depending on their orientation. In dispute resolution, this is referred to as the conflict frame, the lens through which the parties perceive the conflict scenario (Barki et. al., 2001). Conflict has been perceived in a variety of ways at various periods throughout history. It is now advocated that a minimal degree of conflict be adopted, meaning just enough friction to keep the organization functional, self-critical, and innovative in its endeavors (Beyerlein et. al., **2007).** As defined by the Oxford Dictionary, conflict is "internal strife that emerges from differences in ideas, attitudes, or sentiments between two or more individuals. "Despite the fact that there is no universally agreed definition of conflict" (Hendel et. al., 2005). "The process that starts when one party feels that the other party has badly harmed, or is likely to negatively influence, something that he or she cares about," according to a researcher who has been researching conflict for more than 20 years (Hendel et. al., 2005). Inflammation is a contagious phenomenon that gets under the skin of individuals who are engaged, resulting in well-documented symptoms such as emotions of animosity, worry, or stress. Disagreement between colleagues may, of course, result in such problems, but conflict between employees and their bosses, on the other hand, may lead to employees seeking employment elsewhere. There are many aspects to it, including personality qualities and the value system to which people subscribe; individuals have the ability to produce conflict within them (Swintonet. al., 2008). Leadership processes were not limited to a single individual, but could be developed via the cultivation of diverse patterns of conduct. Behavioral style tactics have been well-liked since their introduction in the 1930s. Blake and Mouton, in 1985, created a management grid that depicted five distinct leadership styles, as well as consideration for both employees and the bottom line. When offered as hierarchical constructs in the two dimensions that are crucial to supportive and avoiding conflict styles, it was shown that both styles had a statistically significant positive impact on team coordination. Scientists found a negative correlation between teams whose leaders favoured conflict avoidance and performance. Those that work together and stay out of arguments tend to be more productive in the workplace. Even while some other research have shown a negative correlation between the accommodating conflict management approach and team performance, we did not find this to be the case in our analysis. Furthermore, no statistically significant association was found between competitive or compromise conflict management strategies and either team coordination or performance.The problems and circumstances in higher education have necessitated considerable changes in university leadership during the last four decades. Many organizations must forcefully embrace participatory methods of planning and decision-making. Colleges and universities need fresh techniques to interact not just with the next generation of employee, but also with other stakeholders including the government, regulatory bodies, parents, and the community, via research and development initiatives (Adel Mohamed et. al., 2012). Many educators and policymakers believe that the existing educational system must be significantly restructured. When it comes to preparing tomorrow's leaders, a new strategy is required. It is hoped that the new structure would allow for more preparation, enabling for creativity and future thinking in a collaborative environment (Akehurst et. al., 2009). Currently, the general consensus among management thinkers is that, in today's fast changing world, a centralized management structure is useless and wasteful. According to (Albert Abraham et al., 2013), leaders that just worry about the production of the employees and ignore their sentiments would not be able to get their best efforts. Employee happiness, employee selection, work environment, and employee turnover may all be improved by using transformational leadership strategies, according to the findings. According to (Hjerto, K. et. al., 2017), leaders' performance and successful supervisory interactions with their subordinates contribute to work happiness. As a result, workers' perceptions of leadership effectiveness were influenced by leaders' abilities to

recognize and resolve staff problems. Transformational leadership, according to Aw, (V.K.J. et. al., 2017), has a favorable impact on employee work satisfaction. Effective leadership is essential for organizations to achieve their strategic goals and remain competitive in today's global market, as (Yukl argues et. al., 2002). Studies on leadership have been conducted for many years, with a focus on the past fifty years to learn what makes a leader effective in comparison to typical or ordinary leadership. The administration, teaching and learning procedures, methods of assessment, and professional development programmes of educational institutions have to adapt. Principals and Heads, who want to practice their leadership in a more suitable and relevant manner, especially during times of transition, might benefit from his research. (Khun-inkeeree et. al., 2019) said that the function of principle has changed significantly in the last two decades (2019). Their research shows that any form of principle leadership impacts school results and improvement processes via mission development, affecting organizational structures and social networks, and working through people. As a result, the principle has a significant impact on school staff as well as on the way the organization functions. Former Medtronic (CEO Neves et. al., 2019) clearly said that "we need leadership that leads with purpose, values and integrity; leaders that develop lasting organizations, encourage their workers to give excellent customer service, and produce long-term value for shareholders" (Blair et. al.,, 2018). An increasing number of people are looking for ways to improve their own well-being and productivity at work by adopting more positive leadership styles. According to (Pongpearchan et. al., 2016), great leadership components may be found in every department, with representatives working in every position with the potential to affect change. If successful outcomes are acknowledged and achieved, a leader's quality is shown.
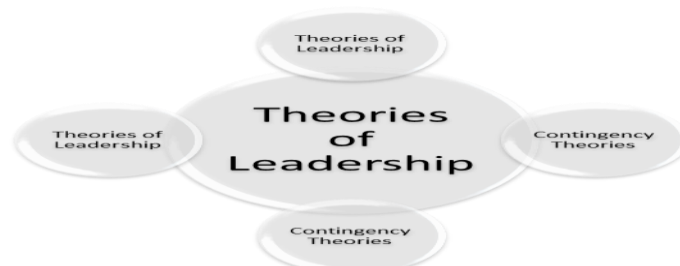

Fig 1: *Segment of Leadership*

III Objectives

1. Objectives are the important component of the research study, without which a study can
2. never be completed. They provide a way to complete the research work. The objectives
3. which would be helpful in fulfilling the research gap after reviewing the literature are as
4. follows:
5. To discuss the effect of leadership on conflict management
6. To quantify the reliability of questionnaires and discussedrising from primary source data

IV Need of Study

Throughout the history, Consistent with this view of human nature is the belief that individuals may exhibit a wide range of behaviours. That is to say, if we observe a group of people, we discover that each individual consists of several individuals, each of whom exhibits a unique set of characteristics and traits at various times. When two or more people are forced to work or live together, tensions are certain to arise from time to time, whether it's because of divergent values, competing priorities, or simple misunderstanding.University is also expected to reciprocate to the feelings and expectations of their customers. They may generate adequate

1. goodwill and get the confidence of the leadership style, by making the functioning of every aspect of department could come forward to transact the work with
2. the teachers. Since, universities are service organizations they are expected to
3. adopt various variables to manage the destructive conflict and to exploit the constructive
4. conflict. Keeping this factor in view the present study seeks to estimate the level of conflict
5. obtaining in such vital Uttar Pradesh state, so that suitable measures could
6. be taken either to prevent or to resolve the conflict between the core members at the university level. Hence, the present study focuses upon the level of conflict and leadership role, its causes or various determinants along with providing conflict resolving mechanism.

V Research Methodology

The previous work was restricted to exploring the existing research gap and dealt with methodology studies and related questionnaires. This information is important in framing the goals and scope of the current study. Additionally, this has contributed to the invention of methodology, analytical tools, and methodological flaws in literature. This assisted us in not only customizing the current work but also in accordance with the analysis and interpretation of the reliability of the questionnaire. At the current environment, the value of human resources working in universities cannot be understated. Modern conflict has been growing very quickly, whether it is in a manufacturing company or a service institution like a university, where leadership is neither demonstrated nor called upon. It is possible for things to go worse, which might put the survival of the organizations in jeopardy. The current study aims to evaluate the level of conflict and leadership style, its harmful sources, and its repercussions in the public and private universities under study. It also offers appropriate countermeasures to conflict scenarios that could arise in universities. The work environment will improve along with the level of conflict decreasing, which will benefit the heads, deans and faculty members the organization in question. In the first scenario, production will increase, while in the second, efficiency is likely to achieve a new high.

Sampling
The sampling technique employed was in accordance with the nature and objectives of the study. The sampling was stratified random sampling. The data was collected from four government and private university.It's not practical to investigate the entire population (135 responds), thus almost all research is done using a random sample with 11. A sample size is a representative part of the population utilised for analysis. This study's demographic comprised university department members in Lucknow. The study used random sampling. In this method of sampling, the population is separated into stratus using stratification variables. Elements within a stratum should be homogeneous.Stratified random sampling selects sample items probabilistically rather than using convenience or non-probabilistic approaches.

ToolsSPSS 22a, Minitab and Ms-excel

Target Population
The existing research framework is only applicable to the public and private universities in Lucknow. The study's survey population consists of university heads and deans who were chosen from four to five universities. Based on the biggest number of department heads and deans, two universities from the public and private sectors have each been chosen.

Parameters Selection

Total 4 universities of public and private sector have been surveyed. When evaluating the dependability of any instrument, the most important factor to take into account is how the instrument could change as a consequence of alterations in the setting in which it was generated (54 questionnaires). The absence of recurring patterns of variance is suggestive of the instrument having a high degree of robustness and being suitable for use in a dependable manner across a wide range of aspects of the sample population. In the normative database, questionnaire scores were usually independent of a variety of demographic factors (results not given). (e.g., age, marital status, years of experience, educational level, work classified) and contextual factors (e.g. Leadership Style, Conflict style, and organizational Commitment).

VI Data Analysis

The goal of the test survey is to ensure that the questionnaire can be completed in the allotted amount of time and that the questions are easy to comprehend and free of ambiguity. After a week, the researcher gathered the completed surveys and spoke to respondents to get their input on the questions and whether or not they were appropriate. Each responder spent an average of 15–20 minutes filling out the questionnaire. The primary goal of this test run was to validate that the questionnaire yields useful results. The questionnaire's validity was also investigated for a secondary reason. The third goal was to ensure that this questionnaire's data gathering was foolproof and yielded correct results, even in the face of unforeseen obstacles. A fourth goal was to find and double-check that all of the questions asked of leadership experts were comprehensive. The primary goal of the pilot survey was to ensure that all of the questions could be answered satisfactorily by the respondents. The researcher may utilise the pilot survey to check whether they have a thorough understanding of the questionnaire's contents and to identify any ambiguous aspects in the questioning structure, language, or claims.Pilot testing of the questionnaire developed during the research phase was conducted with 114 participants from the University area. Questions that were too complicated or unclear in the pilot test were revised thereafter. Analysis of the pilot test's data was performed. The scale's validity and reliability were tested. The cronbach alpha reliability of the questionnaire items was highly satisfactory (>0.70). Factor analysis revealed that few items with factor loading below 0.4 needed to be eliminated. The removal of these things was preceded by the solicitation of expert opinion. Participants in the pilot trial were not considered for inclusion in the final analysis. After receiving responses to the questions, the analyst then asked for any further feedback or changes that would be needed to make the tool more accessible. On the basis of the responses, the main questionnaire was revised and even frozen just before the primary questionnaire was done.The present study aims at studying lie leadership behaviour of study of academic institutions. For the purpose of this study, Head is defined as an individual who manages or is having independent charge of a section or division and where two or more subordinates are directly working under him. In academic spheres, this will include all staff of university with study. The study also attempts to identify the relationship between leadership styles, organizational climates, and conflict style and background variables. The following procedure has been adopted to conduct the present study:
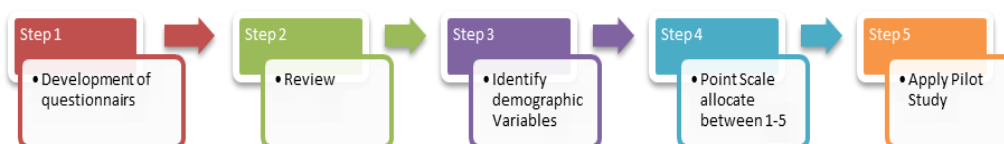
Step 1	Step 2	Step 3	Step 4	Step 5
• Development of questionnairs	• Review	• Identify demographic Variables	• Point Scale allocate between 1-5	• Apply Pilot Study

Fig 1: *Procedures*

The research used a variety of sophisticated approaches to data analysis during its course. In this research, the data obtained from the people who participated in the study were analysed with the use of the statistical data analysis tool SPSS 22a, which is part of the software package SPSS 22a. In order to determine whether or not the survey instrument was consistent, a Reliability Analysis was carried out, and figure 2 displays the results of the Cronbach's Alpha reliability test.
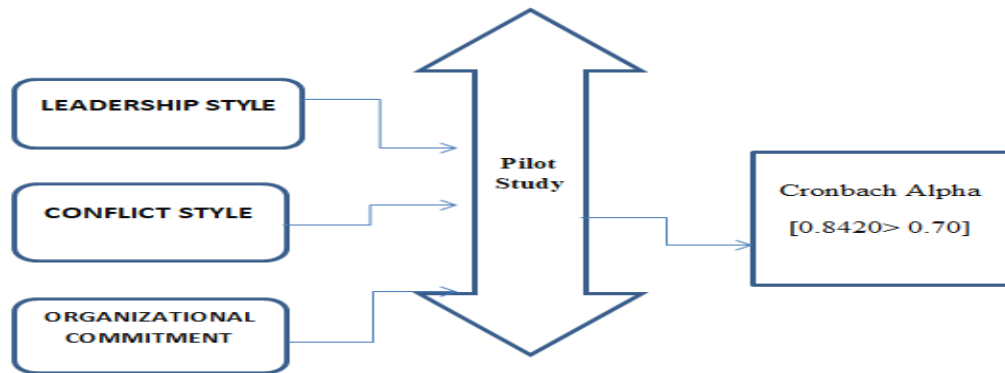

Fig 2: Pilot study

We will be calculating to reliability and consistency of developed questionnaires using Cronbach's alpha. The value of Cronbach's alpha may be expressed in mathematical form as a function of the number of items on the test as well as the average correlation between the items. The formula for the Cronbach's alpha may be found below, and it is shown here for illustrative purposes:

$$\alpha = \frac{N\bar{c}}{\bar{v} + (N-1)\bar{c}}$$

Here
1. N is equal to the number of items
2. $\bar{C}$ is the average inter-item covariance among the items and
3. $\bar{V}$ equals the average variance

Table 1. *Case Processing Summary*

		N	%
	Valid	112	98.2
Cases	Excluded[a]	2	1.8
	Total	114	100.0
a. Listwise deletion based on all variables in the procedure.			

The summary of case processing provides the user with information regarding any data. The first table 1 provides a summary of the case processing, which includes the overall number of valid cases as well as an indication of whether or not any data was omitted from the study. The table 2 of interest may be found in the second table of the Reliability Statistics. This table 2,provides the value of Cronbach's alpha as well as the number of items chosen for the scale.

Table 2. *Reliability Statistics*

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.710	.702	40

Table 3. *Summary Item Statistics*

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.168	1.250	3.429	2.179	2.743	.231	40
Item Variances	.719	.018	1.959	1.942	110.723	.206	40
Inter-Item Covariance	.041	-.304	.720	1.024	-2.366	.016	40
Inter-Item Correlations	.056	-.383	.779	1.162	-2.031	.032	40

The item-wise mean and standard deviation figures are provided in the table that is named "Item Statistics." It is essential to have an item-total statistics table 3. The degree to which each item correlates with the overall composite score for the scale is shown by the value in the fourth column of this table, which is labelled Corrected Item-Total Correlation. It is possible to increase the dependability of the scale by using the final column, which is called Cronbach's Alpha if Item Deleted. It indicates whether eliminating a particular item will result in an increase in the general dependability of the scale; nevertheless, in this specific instance, the Cronbach's alpha will not improve even if all of the items were eliminated.

VII Outcomes

This study has focused on the develop questionnaires of leadership styles on organizational performance. The questionnaires sections are divided based on the three categories of

skills which are 'Leadership Style, Conflict style, and organizational Commitment'. For ensuring the validity of the questionnaire, test retest method was used to collect the

response of the experts from lucknow and the tool was

used with SPSS. Summated scales are often employed in survey instruments to explore underlying constructs that the researcher wishes to evaluate; Cronbach's alpha is a method for analysing the reliability of the scales. These may be the indexed answers to either a multiple-choice or a dichotomous questionnaire, which are then added together to provide a final score for each responder.Cronbach's alpha determines the internal consistency or average

correlation of items in a survey instrument to gauge its reliability A
Cronbach's alpha of .710 which is shown in table 2, indicates that the

instrument was reliable with a high degree of internal consistency.The existence of optimum level of finding will:

1. A reliability test shows that the scale used to assess university domains' employee conflict issues is extremely reliable and valid.
2. Effective leadership has one technique to address conflict.
3. Finally, we can state that conflict measurement and leadership has always been a disputed problem for scholars, and the present study will help future researchers, and professors interested in this area.

VIII Conclusion

Conflicts are inevitable in every field of life. They affect

heads deans and other leader performance, satisfaction, motivation, interpersonal trust

and organizational productivity. The purpose of our study was to check reliability of questionnaires, in the presence of leadership. Our study provided pilot study to comprehend the general behaviour of respective variables. According to the findings, leadership has a significant impact on employees' happiness in the workplace. Leadership is crucial in a wide variety of contexts, and this fact should not be overlooked. Leadership has an impact on conflict resolution in the workplace regardless of the other factors included in the research. The impact of the leader's approach to conflict management, the character of any resulting divergences, and the loyalty and contentment of their workforce is critical.

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