9th International Conference on Management Studies
(ICMS-2023,) September, 10

Do different types of leadership cause conflicts in the workplace? An empirical study of the conditions of the Slovak Republic

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Author’s short biographies

- Ing. Jakub Michulek is currently working as an internal doctoral student at the Department of Economics at the Faculty of Transport Economics and Communications from 2021 with a focus on pathological relationships at the worplace: their occurrence, consequences, and elimination from the point of view of business management in the study field of economics and business management.
- He focuses on scientific research activities on marketing management, especially on the company's marketing communication policy, internal marketing communication, corporate culture, workplace bullying, work engagement, work performance, leadership, etc.

Author's short biographies

- Prof. Anna Krizanová currently works as First Vice-Rector and Vice-Rector for Education at the University of Žilina in Žilina.
- In the past, she worked as vice-dean for education and dean at the Faculty of Transport Economics and Communications.
- Title of professor received in 2011.
- In scientific research, prof. Ing. Anna Križanová, CSc., focuses on marketing management, primarily in the field of service marketing, specifically on the analysis and identification of starting points for the creation and formation of the offer of service companies, brand policy, marketing price policy of the company, marketing communication policy of the company, and international marketing.

Author's short biographies

- Ing. Roman Blazek, PhD, is currently working as an assistant professor at the Department of Economics at the Faculty of Transport Economics and Communications.
- He obtained his university education in the study program of economics and business management with a focus on creative accounting within the V4 countries.
- In his scientific research, he focuses on creative accounting, earnings management, Industry 4.0, the Internet of Things, smart cities, cryptocurrencies, etc.

Introduction

- Leadership is a key predictor of employee activities toward the fulfillment of corporate goals because it entails the presentation of style or conduct by managers or superiors when dealing with subordinates.
- CEOs must exercise the proper leadership behaviors to encourage the efforts, coordination, and collaboration of the top management team members in order for successful decision-making to take place.

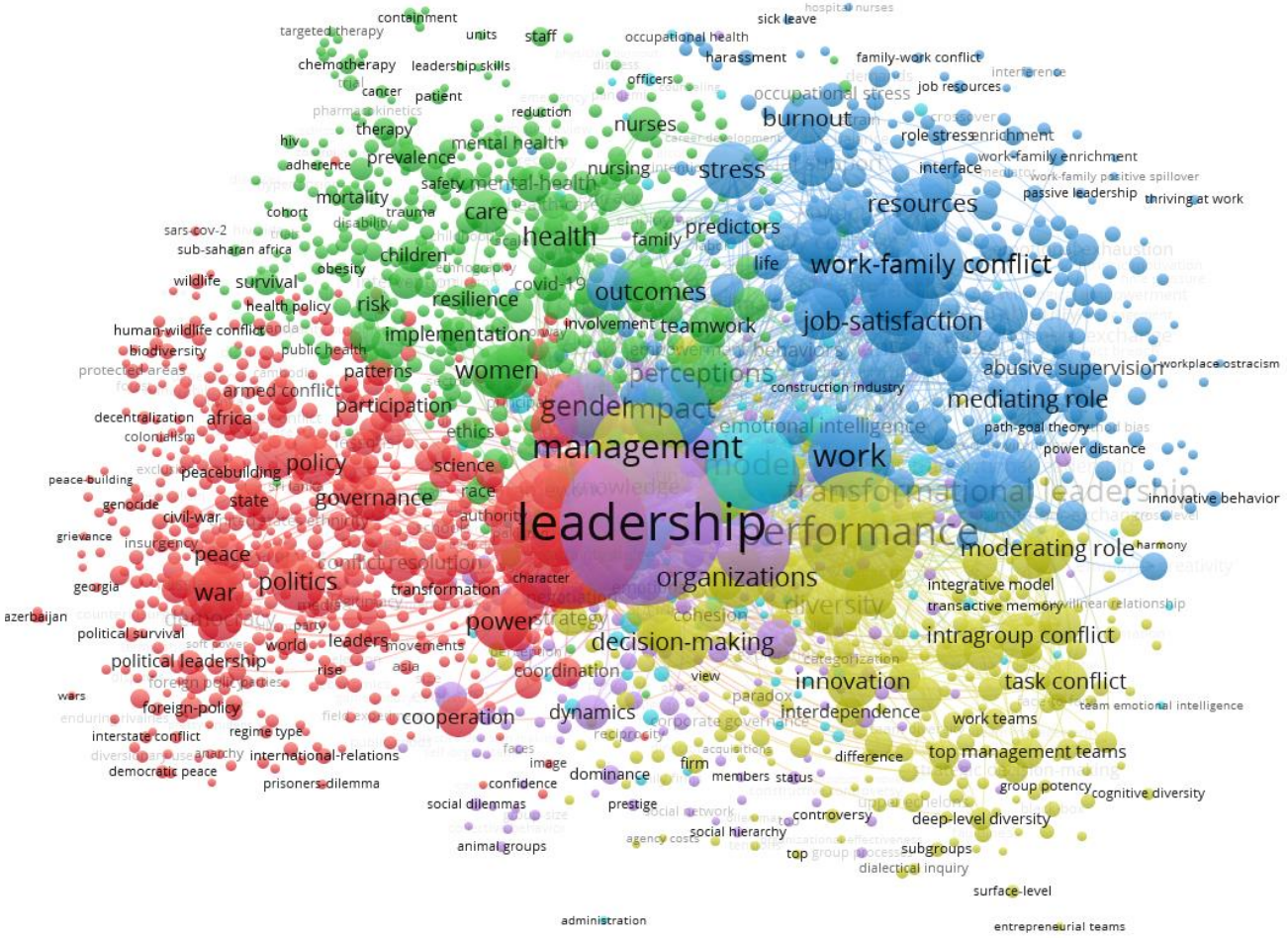
The Literature Review

- The job of the leader ultimately distinguishes a leader from a manager.
- The ability of a leader to mobilize and manage change, as well as to inspire and guide the actions of followers toward the accomplishment of a common objective, is known as leadership effectiveness.
- Leaders are simultaneously portrayed in organizations as role models for conduct, appearance, and productivity.

The Literature Review

- Leadershi can be divided into different types. One of them is, for example, paternalistic, ethical, benevolent or democratic leadership.
- Scientists frequently look at the relationship between leadership and conflict at work.
- Followers' perceptions of role conflict and leadership effectiveness are influenced by the quality of relationships between their leaders (dual leadership exchange), as well as how they perceive their relationships with both of their leaders.
- Relationship conflict results in diminished creativity in difficult activities, poor communication, ineffective information exchange, and inactive conduct among team members.

The Literature Review



The Literature Review

- The total number of publications in the WoS database after searching for the keywords "leadership" and "conflict" was 8,121.
- A total of 22,644 keywords were discovered.
- Keywords was divided into six clusters.
- The largest cluster is shown in red and contains 590 items.
- The purple cluster contains the most frequently occurring word, leadership, with 1,621 occurrences.

Research Question(s)

- The aim of the current study is to find out whether the type and level of leadership used by superiors have an impact on the occurrence of conflicts in the workplace?
- For this purpose, two alternative hypotheses were established:
  - ***H1: Different leadership styles have an impact on occurrence of conflict in the workplace.***
  - ***H2: The level of leadership affects the occurrence of conflicts in the workplace.***

Methodology

- An online questionnaire was used as a data collection tool for the purposes of this survey.
- The survey consisted of 31 questions.
- The questionnaire was completed by a total of 489 respondents, and they were employees of companies operating in the territory of the Slovak Republic
- The minimum sample was calculated at the level of 384 respondents.

Methodology

- Pearsno's Chi-Sqaure test was used to determine the dependence of the investigated variables and thereby verify the hypotheses.
- Testing was performed at a significance level of 0.05.
- In cases of confirmation of dependence, Kendall's tau-c coefficient was used.

Results

Type of Leadership? * Occurrence of Conflicts Crosstabulation				
Count				
		Occurrence of Conflicts		Total
		Yes	No	
Type of Leadership	Democratic leadership	35	142	177
	Liberal leadership	33	102	135
	Participative leadership	8	58	66
	Authoritative leadership	70	41	111
Total		146	343	489

- Table shows the frequency of workplace conflicts and the type of leadership.
- According to respondents, conflicts are frequent in 146 cases.
- If we look in more detail at the occurrence of conflicts in individual styles of leadership, they most often occur in the case of authoritative leadership (63.03%), then in the case of liberal leadership (24.44%), in the case of democratic leadership in 19.77% of cases, and least in the case of participatory leadership (12.12%).

Results

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	78.837[a]	3	0.000
Likelihood Ratio	75.081	3	0.000
N of Valid Cases	489		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 19.71.			

- Table shows the results of Pearson's Chi-Square test.
- If we look at the p value of Person's Chi-Square test, which reaches a value of 0.000, it can be concluded that we accept the alternative hypothesis.
- This is because the p value of the test is less than the α significance level, which was set at 0.05 for this test.
- Therefore, it is possible to conclude that different leadership styles have an impact on the occurrence of conflict in the workplace.

Results

Symmetric Measures					
		Value	Asymptotic Standard Error[a]	Approximate T[b]	Approximate Significance
Ordinal by Ordinal	Kendall's tau-b	-0.261	0.042	-6.078	0.000
	Kendall's tau-c	-0.287	0.047	-6.078	0.000
	Gamma	-0.446	0.066	-6.078	0.000
N of Valid Cases		489			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					

- The following table shows symmetric measures that show the strength of dependence between variables through coefficients.
- The table shows all three coefficients for ordinal variables.
- Based on the results of Kendall's tau-c, it can be concluded that this is a weak dependence, as it is in the interval from 0 to 0.3.
- At the same time, it is possible to state that it is an indirect dependence, is the coefficient acquires negative values.

Results

Level of Leadership? * Occurrence of Conflicts Crosstabulation				
Count				
		Occurance of Conflicts		Total
		Yes	No	
Level of Leadership	Lowest	12	10	22
	Lower	20	17	37
	Neutral	33	71	104
	Higher	50	112	162
	Highest	31	133	164
Total		146	343	489

- As can be seen in Table, up to 326 respondents are satisfied with their superior's leadership.
- 104 respondents indicated the possibility when they considered the leadership of a senior employee to be neutral, and only 59 respondents were not satisfied with the leadership of their superior.
- The total share of the occurrence of conflicts with the least satisfaction at the workplace is 54.54%.
- With low satisfaction, it is at the level of 52.63%, and with neutral satisfaction, this share is significantly lower (31.73%).
- With higher satisfaction, the share of conflicts is approximately 30.86%.

Results

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	26.397[a]	4	0.000
Likelihood Ratio	25.654	4	0.000
N of Valid Cases	489		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 6.57.			

- The second alternative hypothesis (H2), established as "level of leadership affects the occurrence of conflicts in the workplace," was also verified through Person's Chi-Square test for contingency tables.
- The P value of Pearson's Chi-Square test is at least 0.000.
- As the level of significance α was set at 0.05 for this test, it is possible to accept an alternative hypothesis.
- We conclude that The level of leadership affects the occurrence of conflicts in the workplace..

Results

Symmetric Measures					
		Value	Asymptotic Standard Error[a]	Approximate T[b]	Approximate Significance
Ordinal by Ordinal	Kendall's tau-b	0.191	0.040	4.636	0.000
	Kendall's tau-c	0.210	0.045	4.636	0.000
	Gamma	0.334	0.067	4.636	0.000
N of Valid Cases		489			
a. Not assuming the null hypothesis.					
b. Using the asymptotic standard error assuming the null hypothesis.					

- From Table, which shows the strength of dependence coefficients for ordinal variables, we can conclude that, based on the Kendall's tau-c coefficient, it is a weak dependence.
- It is possible to claim this, since the result of the coefficient is between 0 and 0.3.

Discussion

- Based on the results of both tests, it is possible to state the acceptance of both alternative hypotheses, and therefore, different leadership styles have an impact on occurrence of conflict in the workplace.
- Likewise, the level of leadership affects the occurrence of conflicts in the workplace. In both cases, we subsequently examined the strength of dependence; while in the case of leadership style and the occurrence of conflict, a weak indirect dependence was confirmed, in the case of the level of leadership and the occurrence of leadership, a weak direct dependence was confirmed.
- Thus, research has shown a relationship between the observed variables, but this relationship is weak, which means there are various factors that have an impact on this dependence.

Discussion

- Saeed et al. (2014) even went further in their research and investigated the relationship between leadership styles and conflict management styles.
- Managers that were thought to have a more transformational leadership style used an integrated and accommodating conflict resolution approach.
- Those who were thought to have a more transactional personality chose a compromise approach to handling conflicts.
- Managers who were seen to have a lax leadership style instead chose to avoid disagreement with subordinates.

Discussion

- Maral & Hamadoglu (2022) also examined the influence of leadership styles on conflict management strategies.
- However, their research was focused on school workers.
- Through research, they found that transactional and laissez-faire leadership styles lead to conflict management that has devastating effects on individuals and organizations.
- Laissez-faire style coincides with liberal leadership based on the definition, and it is interesting to compare the result of this research with ours, as according to our research, liberal leadership allows as a management style the second highest incidence of conflicts in the workplace, while Maral & Hamadoglu state that this style simultaneously reduces the effects of conflicts on individuals and organizations.

Discussion

- According to the research of Obi et al. (2021), authoritative leadership has a positive relationship with the avoidance and enforcement of third-party bullying.
- This finding is in line with the results of our survey, as authoritative leadership shows the highest percentage of conflicts in the workplace, as employees often work under great stress, which often leads to burnout (Ribeiro & Queiros, 2021).

Discussion

- Yi et al. (2022) in their studies showed, among other things, for example, that strengthening the leadership of the CEO positively affects the complexity of strategic decisions.
- However, the most important finding from our point of view remains the finding that cognitive conflict in the top management team weakens the relationship between leadership empowered by the CEO and the complexity of strategic decisions.
- In our study, we confirmed the influence of leadership on the emergence of conflicts, while conflicts are the most frequent in terms of percentage share in the case of authoritative leadership.

Suggestions for Further Research

- The limitation of our research is the focus on the conditions of the Slovak Republic, as a result of which the results may not be valid for other countries.
- At the same time, we are aware that the relationship between leadership and conflicts in the workplace is complex and that a number of variables arise as possible moderators of this relationship.
- In addition to this research, in the future we would like to focus on the relationship between conflicts and leadership through specific moderators, which were pointed out in this publication.

Suggestions for Further Research

- On the other hand, the uniqueness of the contribution lies in the mapping of the issue of leadership and conflicts through a bibliometric map or in the connection between leadership and work conflicts.
- It is possible to consider as unique not only the investigation of the relationship between leadership and the occurrence of work conflicts but also how the employees themselves evaluate the level of leadership of their direct superiors and their influence on the occurrence of conflicts in the workplace.

Thank You for Your attention!

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