

Determine On Concept Of Leadership And Theories

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ABSTRACT

Efficient administration, which may inspire employees to concentrate on reaching the company's objectives, relies on strong leadership. What leaders do and how they behave have a huge impact on how followers act. But encouraging employees so that they may work enthusiastically and confidently is critical for every firm. Given the critical nature of leadership in any given organization, it is worthwhile to examine the many perspectives and recommendations offered by scholars in the field of leadership studies. Utmost importance to have a strong command of leadership that is strategic in nature. A number of authors have attempted to provide an explanation for what constitutes strategic leadership throughout the course of time. The capability of a leader to predict, envisage, and maintain flexibility, as well as the ability to empower others to make strategic change when it is necessary, are the defining characteristics of strategic leadership. This study additionally delves into the associated components and their interactions in an effort to discover a means to enhance it. The management effectiveness, conflict resolution strategies, and leadership styles of managers in the banking and automobile sectors in the NCR have been the subject of a large-scale literature review spanning the years 2000 to 2018. Leadership styles, conflict resolution strategies, and management performance were the topics included in the studies that made up the literature review.

Keywords: concept, leadership, theories

INTRODUCTION

Every organization needs strong leadership. A leader, however, is a must for any organization that wishes to operate. The most important resource that a corporation has in pursuit of accomplishing its goals and objectives is its employees. Leadership has been defined by a number of different researchers at a variety of moments in time. The definitions provided by Rudolph et al. (2020), Daniëlset al. (2019), Denis et al. (2012), and Hunt (2004) are examples of this. Originally, in the 1960s, leadership was defined as the capacity to persuade others to act in a coordinated manner. The prevailing theories of leadership at the time included those that concentrated on the connection between superiors and subordinates inside the organization, such as boss- or subordinate-centered leadership, employee- or job-oriented leadership, and others (Arici and King, 2021; Leithwood et al., 2020).

Concept Of Leadership

Efficient administration, which may inspire employees to concentrate on reaching the company's objectives, relies on strong leadership (Mcdermott, 1995). What leaders do and how they behave have a huge impact on how followers act (Mansoor, 2021). But encouraging employees so that they may work enthusiastically and confidently is critical for every firm. Given the critical nature of leadership in any given organization, it is worthwhile to examine the many perspectives and recommendations offered by scholars in the field of leadership studies.

The development of new ideas and initiatives is the most important element of the concept of "leadership." Lemoine et al. (2019) state that it is important for leaders to be adaptable, imaginative, and empathetic. Instead of focusing on the bottom line, leaders constantly have their eyes on the future. According to Mcdermott et al. (1995), the primary job of a leader is to motivate their team to collaborate in pursuit of shared goals. Leadership is the act of guiding persons in their activities and work in a manner that demonstrates coordinated efforts. A guiding role is one of the most essential elements of every single culture. According to Seidel et al. (2019), leadership is founded on the character attributes of a person, and these traits are utilized to motivate and drive followers to happily conform to the values and standards of the organization. Hartley (2018) states that leadership is the ability to establish in people a feeling of purpose and desire, therefore motivating them to carry out their tasks within an organization. The instructions and techniques are constantly shown by leadership. Leadership makes an effort to encourage people to do a series of defined duties with the primary purpose of allowing them to operate independently in order to achieve the objectives of the business.

Strategic leadership

Furthermore, it is of utmost importance to have a strong command of leadership that is strategic in nature. A number of authors have attempted to provide an explanation for what constitutes strategic leadership throughout the course of time. The capability of a leader to predict, envisage, and maintain flexibility, as well as the ability to empower others to make strategic change when it is necessary, are the defining characteristics of strategic leadership.

Managing via other individuals and their work is only one of the many diverse facets that comprise strategic leadership, as can be Every one of these elements is related to each other. The incorporation skills that are necessary to meet the specifications of the business are only possible via the implementation of strategic leadership, which takes into consideration both the internal and external surroundings of the company. Critical information processes are dealt with and incorporated by means of the application of leadership that is strategic. The qualities of strategic leadership are distinguished by a number of acknowledged activities that have the capacity to allow the effective execution of any given plan. The following is a summary of these actions:

- It is necessary to establish a course of action
- A well-rounded set of organizational controls must be put in place.
- It is important for the company to effectively manage its resource portfolio.
- It is important to successfully support the organizational culture.
- Organizational controls that adhere to ethical standards should be

Theories Of Leadership

A variety of different theories have been proposed in order to give explanations for various facets of the phenomena of leadership. Take a look at a few of the hypotheses.

1 Trait Theory

The contrast between the personal attributes or characteristics of effective leaders is the basis of this idea, which is the first hypothesis of its kind. The idea proposes a compendium of personality qualities or attributes that must be present

in an individual in order for that individual to be successful in the role of a leader. This idea asserts that in order to be a leader, one must possess the following characteristics: intelligence, honesty, physical strength, and mental maturity. He has to be self-motivated, self-assured, and capable of making choices, among other personal qualities. Due to the fact that not every single person had these characteristics, only those persons who have them would be deemed future leaders. The following is a list of the shortcomings of this framework:

- It is generally agreed that the trait theory is not a convincing hypothesis.
- A list of characteristics that are linked with effective leaders does not exist that is widely accepted.

2 Behavioural Theory

One approach to identify a leader, according to behavioural theories of leadership, is to watch how they interact with others who follow them. These theories are built around this idea. Another way of putting it is that leadership qualities are less important than the things that leaders actually accomplish. The majority of the time, behavioral theories have been presented based on study studies. According to research out of Michigan, USA, leaders who care about their employees as people, who include them in creating goals, and who treat them with respect have a better chance of success. Leadership styles that are "employee-centered" are prevalent. In contrast, "production-centered" executives stress the need of monitoring employee output to ensure it meets certain benchmarks. As if they were instruments of production, he maintains a tight relationship of control over the staff members. This kind of leadership is linked to inadequate job performance since it causes workers to have a low morale inside the organization.

According to research carried out at Ohio State University, there are two aspects of a leader's behavior: the first is the initiation of structure, and the second is consideration.

OBJECTIVES OF THE STUDY

1. To study on Concept of Leadership
2. To study on Theories of Leadership

RESEARCH METHOD

This part of the methodology consists of the study's objectives, hypotheses, design, and methods. In the latter parts of this chapter, we will talk about research instruments, such as statistical tools, population, and sample size as they relate to study design and methodology. Finding out how IT professionals deal with interpersonal problems and how variables like participants' experiences, leadership styles, and emotional intelligence impact this approach is the main goal of this descriptive research study.

Scope Of the Study

Research participants included financial institutions and vehicle lots located in the NCR (Faridabad, Gurgaon, Mewat, Rohtak, Sonapat, Rewari, Jhajjar, Panipat, Palwal, Bhiwani, Mahendragarh, Jind, Karnal, Meerut, Ghaziabad, Gautam Budha Nagar, Bulandshahr, Hapur, Baghpat, Muzaffarnagar, Alwar, Bharatpur, and Delhi). The current study only includes managers. For this research, we chose three scale managers from the banking sector and three high-level managers from the automotive industry as Participants . All of these individuals had decision-making power inside their respective firms.

Research Design

This descriptive research study examines the relationship between leadership style, conflict resolution strategy, and managerial effectiveness in a sample of banking and automotive organizations. The management style, methods for resolving disputes inside the business, and overall effectiveness of management are all examined in this study.

Sample Size

This research looks specifically at managers in the NCR who are employed by the banking and automotive industries. Managers in the banking and automotive industries in NCR are the primary subjects of the research. The analysis will be conducted using a sample size of 200.

The banking industry received 42 surveys back out of a total of 150. Information has been gathered from a total of 23 districts in the NCR region. This research focuses on the main branches of SBI and HDFC banks located in the NCR. In the automotive industry, data from some censuses has been culled. Of the 200 managers surveyed for this automotive industry survey, 150 filled out the survey and provided responses from GM, Hindustan Motors, Honda Car India, Hyundai Motor-I, and Maruti Suzuki.

Research Tools

The three aspects that are examined in this research are management effectiveness, leadership style, and conflict resolution strategy. The primary goal is to provide managers with the essential abilities to utilise the Managerial Grid and its standardised scale in order to distinguish between various styles of leadership. The Blake and Mouton Managerial Model was created in 1985 and is the source of this tool. The styles of leadership are evaluated by a total of eighteen different measurements, five of which are Team, Authoritarian, Country Club, Impoverished, and Middle-of-the-road. Nine phrases evaluate the extent to which individuals are concentrating on their work, whereas nine statements evaluate the route that people are pursuing.

- **Concern for People:** The Y-axis represents human concern. In caring for people, a leader thinks about what the team needs, what they're interested in, and where they can grow as individuals while making decisions on how to get things done.
- **Concern for the task:** On the X-axis, we see the task at hand. When determining the best way to complete a work, leaders that are task-oriented prioritize measurable goals, organizational efficiency, and high production.
- **Authoritarian Leaders (9, 1):** This method demonstrates that managers care more about getting the job done than they do about building connections or caring about individuals.
- **Team Leaders (9, 9):** Managers that adopt this stance care deeply about their employees and the relationships they have with one another.
- **Country Club Leaders (1, 9):** In this style of management, the focus is on the people rather than the work.

Tool for data collection

Three factors—leadership style, conflict resolution method, and managerial effectiveness—are the center of attention in this study. One goal was to utilize descriptive statistics to learn about the two main types of orientations held by managers in the banking and automotive industries in NCR: task orientation and people orientation. As a first step, we

used the management grid model to create a personalized grid for each responder. For the second and third goals, we employed descriptive statistics to look at different approaches to resolving conflicts and what makes a good manager. Since all of the Participants are well educated and have good jobs, a survey questionnaire was chosen to collect data. This data gathering approach would involve an online survey. With the study's aims in mind, a questionnaire was prepared. Before the questionnaire was finalized, the knowledge of individuals with extensive experience in survey research was also considered. There were four distinct parts to the survey:

- a) Determining the workforce demographics
- b) Determining the methods used to handle interpersonal conflicts
- c) Determining the Sorts of Leadership and

RESULT AND DISCUSSION

Demographic Profile

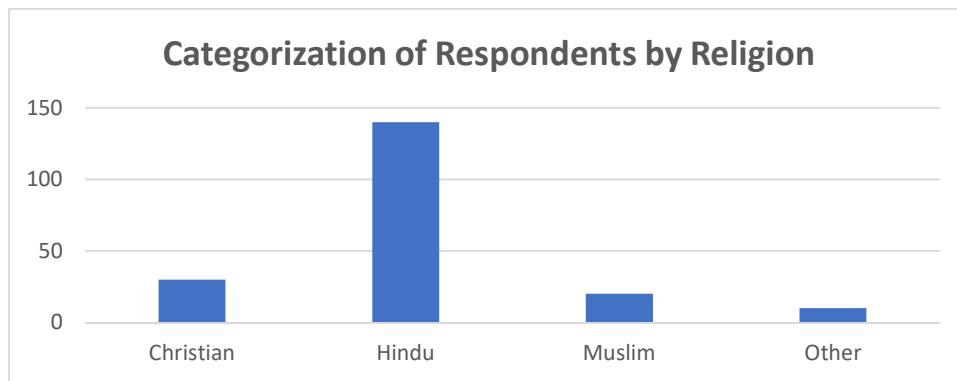
The handling and analysis of facts that are talked about in this chapter are based on six goals. The study's three major goals are to look at leadership types, conflict settlement methods, and how well managers do their jobs. In the last three goals, the results of the regression analysis between the factors are shown.

Bhusanvidhya and Sachedeva D.R. (1984) said that Durkheim's idea of religion as a set of beliefs and practices about holy things (things that are set apart and not allowed) was a complete one. Religion has been shown to have a big impact on society, the economy, and the people who live there.

Table-1: Categorization of Participants by Religion

Religion	No. of Participants	Percentage
Christian	30	15.0%
Hindu	140	70.0%
Muslim	20	10.0%
Other	10	5.0%
Total	200	100%

Seventy percent of the 200 people that took the survey identify as Hindu, indicating that this faith is well represented in the sample. Fifteen percent are Christians, ten percent are Muslims, and five percent adhere to some other faith. The study's cultural or societal viewpoints may have been impacted by the big Hindu respondent group, which suggests a varied but unequal religious makeup.

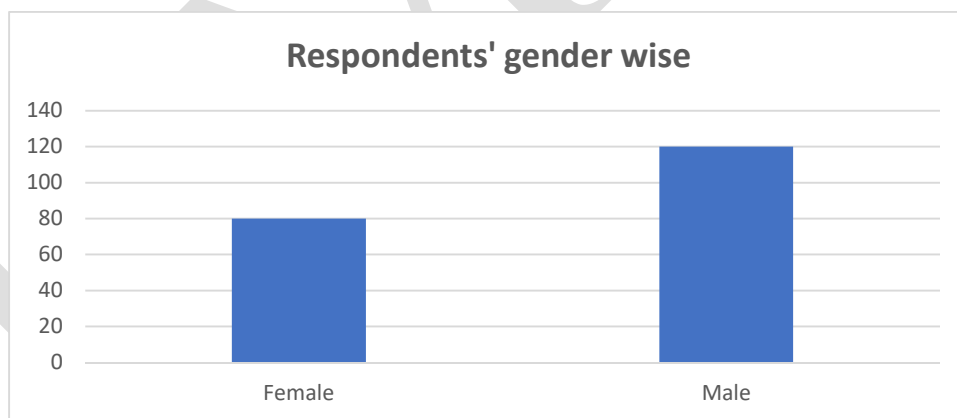


Graph no. 1 Categorization of Participants by Religion

Table-2: Responses broken down by gender

Sex	No. of Participants	Percentage
Female	80	40.0%
Male	120	60.0%
Total	200	100%

There is a preponderance of males in the sample, with 60% of the 200 responders being male and 40% being female. This disparity can be a result of gender bias in the sample or a reflection of broader demographic shifts in the population at large.



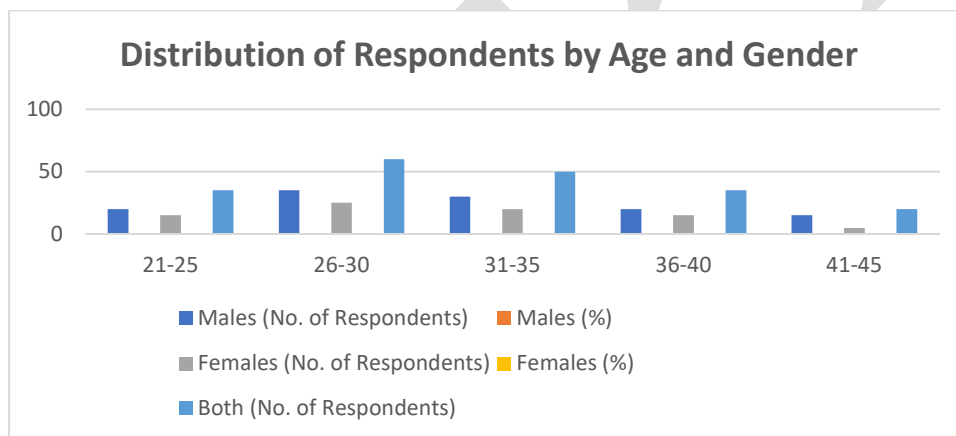
Graph 2 Participants ' gender wise

Table-3: Frequency of Participants by Age and Gender

Age (in years)	Males (No. of Participants)	Males (%)	Females (No. of Participants)	Females (%)	Both (No. of Participants)	Both (%)
21-25	20	10.0%	15	7.5%	35	17.5%

26-30	35	17.5%	25	12.5%	60	30.0%
31-35	30	15.0%	20	10.0%	50	25.0%
36-40	20	10.0%	15	7.5%	35	17.5%
41-45	15	7.5%	5	2.5%	20	10.0%
Total	120	60%	80	40%	200	100%

A relatively youthful sample population is indicated by the fact that the largest age group among the 200 Participants is 26-30 years (30%), followed by 31-35 years (25%). Sixty percent of those who took the survey are men, with 17.5% of those in the 26–30 age bracket being men. Forty percent of the participants are women, with 12.5% of them falling into the 26–30 age bracket. Ages 41–45 have the lowest representation (10%), indicating that there are fewer individuals in this age range. Across all age categories, males are more numerous than females, and the majority of responses are in their early to mid-twenties.

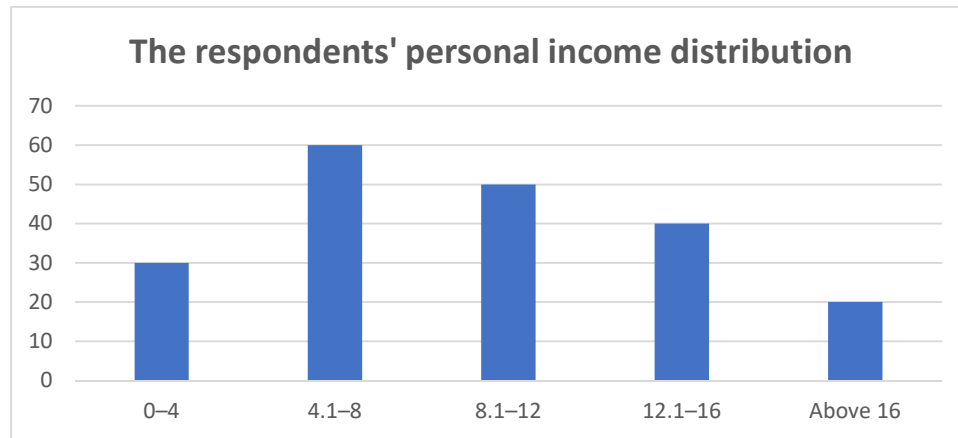


Graph 3 How the participants are split up by age and gender

Table-4: The Participants ' personal income Frequency

Income Group (INR Lakhs)	No. of Participants	Percentage
0–4	30	15%
4.1–8	60	30%
8.1–12	50	25%
12.1–16	40	20%
Above 16	20	10%
Total	200	100%

The median income of the 200 people who filled out the survey falls somewhere between INR 4.1 and 8 lakhs, with 25% earning between INR 8.1 and 12 lakhs. A quarter of Participants make between 12.1 and 16 lakhs, 10% earn more than 16 lakhs, and 15% earn between 0 and 4 lakhs. Because of this disparity, we may infer that most Participants are from the middle class, while just a small percentage are from the lowest and highest income brackets.



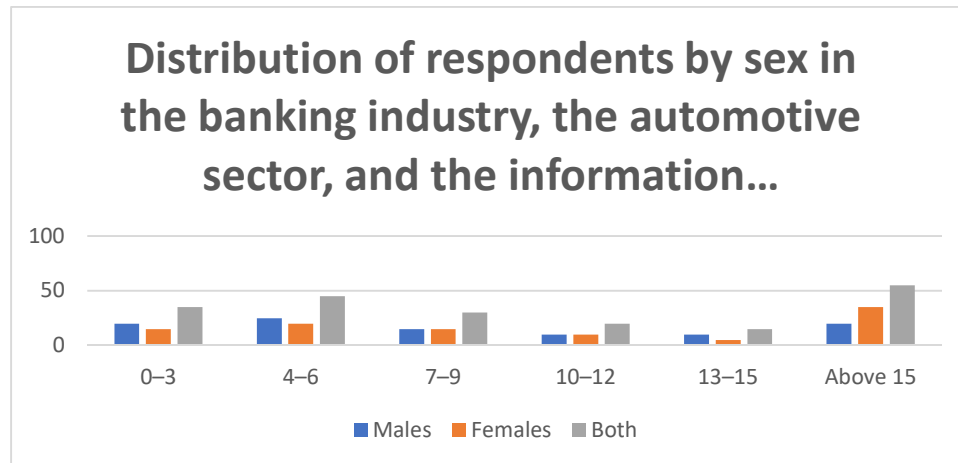
Graph 4 The Participants ' personal income Frequency

Table-5: The division of individuals who are participating in the information technology area, the banking business, and the automobile sector is shown below according to their gender.

Sex	0-3	4-6	7-9	10-12	13-15	Above 15	Total
Males	20	25	15	10	10	20	100
Females	15	20	15	10	5	35	100
Both	35	45	30	20	15	55	200
%	17.5	22.5	15	10	7.5	27.5	100

Chi-square Test result: Significant at 5 percent level (Pearson Chi-square value: 43.660 at 5 d.f, P value =0.000)

Quite a few of the 200 Participants had extensive expertise in the field, with 27.5% having worked in IT for more than 15 years. A considerable amount of people has 7-12 years of experience, and there is a sizable contingent with 4-6 years of expertise (22.5%). Twenty-seven percent are entry-level professionals with zero to three years of experience. There is a substantial representation of senior-level females in the sample, as indicated by the dominance of females in the "Above 15 years" group and a little bias towards men in the mid-experience levels.



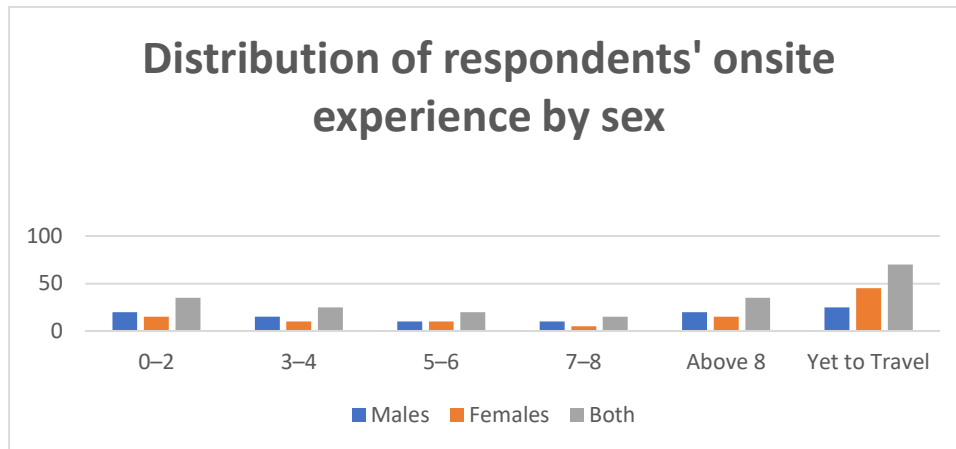
Graph 5 Frequency of Participants by sex in the banking industry, the automotive sector, and the information technology field

Table-5: Frequency of Participants ' onsite experience by sex

Sex	0-2	3-4	5-6	7-8	Above 8	Yet to Travel	Total
Males	20	15	10	10	20	25	100
Females	15	10	10	5	15	45	100
Both	35	25	20	15	35	70	200
%	17.5	12.5	10	7.5	17.5	35	100

Chi-square Test result: Statistically significant at the 5 percent level (Pearson Chi-square value: 37.752 with 5 degrees of freedom, P value = 0.000)

A considerable chunk of the workforce lacks field exposure, since 35% of the 200 Participants had not yet traveled onsite. Of the total Participants, 17.5% have more than eight years of onsite experience, and 17.5% have less than two years of onsite experience. The lack of representation from those with mid-level onsite experience (3-5 years) indicates that there is a bias towards either complete newcomers or extremely seasoned experts. A possible gender disparity in field assignments may be at play here, since men predominate in the categories of 20+ years onsite experience and mid-level, while women are more likely to have never been onsite.



Graph 5 Frequency of Participants' onsite experience by sex

Methods used by managers to resolve conflicts

Managers in the banking and automotive industries in the National Capital Region (NCR) have had their conflict resolution strategies assessed using the Pareek and Purohit (1997) Conflict Resolution Questionnaire. The assessment comprises 20 questions that address key areas: strategies for resolving conflicts through confrontation, compromise, negotiation, withdrawal, and resignation. Every category comprises four questions. The Conflict Resolution Questionnaire, utilised among managers in the Banking and Automobile Sector, has demonstrated a Cronbach's alpha of .653, surpassing the acceptable threshold of 0.60 as established by Hair et al. (2009). This indicates a reliable measurement for the current population under consideration.

Table 6: Stands for the Banking Sector's Low, Average, and High Scoring Confrontation Conflict Resolution Strategies

Confrontation Conflict Resolution Strategies	Frequency	Percent	Valid Percent	Cumulative Percent
Low (less than 11)	36	24.1%	24.1%	24.1%
Average (11-17)	67	44.7%	44.7%	68.7%
High (more than 17)	47	31.3%	31.3%	100.0%
Total	150	100%	100%	

Results from a survey of 150 people show that there are three tiers of confrontation as a method of resolving conflicts. In terms of level of conflict, around 24% of participants indicated a low level (less than 11), with 44.7% falling in the average range (11-17). A sizeable 31.3% of participants scored highly (above 17), indicating a marked propensity for

conflict. Nearly 69% of Participants fell into the low-to-average category, with a remarkable 31% displaying stronger confrontation tendencies, according to the cumulative Frequency. This shows that confrontation is not uncommon at all levels of society, but is most often seen in moderate forms, with a small but notable percentage of people depending primarily on confrontation to handle issues.

Table 7: Stands for the Banking Sector's Low-, Medium-, and High-Score Compromise Conflict Resolution Strategies

Compromise Conflict Resolution Strategies	Frequency	Percent	Valid Percent	Cumulative Percent
Low (less than 9)	29	19.5%	19.5%	19.5%
Average (9–15)	71	47.3%	47.3%	66.7%
High (more than 15)	50	33.3%	33.3%	100.0%
Total	150	100%	100%	

Various levels of compromise were accepted as a technique for conflict resolution, according to the Frequency of 150 Participants. Nearly half of the participants (47.3%) showed an average propensity toward compromise (scoring 9–15), with 19.3% reporting a low tendency toward compromise (scores less than 9). Also, a significant propensity for compromise was shown by 33.3% of Participants who scored high (above 15). As a whole, 66.7% of Participants said their levels were low to average, and 33.0% said they depended significantly on compromise tactics. According to these results, compromise is quite common, and many people see it as a fair and efficient way to settle disagreements.

Table 8: Stands for the Banking Sector's Low-, Medium-, and High-Scoring Negotiation Conflict Resolution Strategies

Negotiation Conflict Resolution Strategies	Frequency	Percent	Valid Percent	Cumulative Percent
Low (less than 10)	26	17.1%	17.1%	17.1%
Average (10–16)	79	52.7%	52.7%	70.0%
High (more than 16)	45	30.0%	30.0%	100.0%
Total	150	100%	100%	—

A survey of 150 people on their experiences with negotiation as a method of resolving conflicts found that most people preferred to utilize it moderately. Due to the short sample size and minimal dependence on bargaining, just 17.3% of participants achieved a low score (less than 10). More over half of the Participants use moderate bargaining methods, as the majority (52.7%) fell within the medium range (scoring 10-16). Notably, one-third of people actively employ bargaining as a conflict management strategy, as 30% of people who took the survey indicated strong negotiating tendencies (scores over 16). According to the total percentages, 30% of the sample depended significantly on

bargaining, while 70% demonstrated medium to low negotiating skills. From what we can see, most people see bargaining as a useful tool for resolving conflicts, and a sizeable minority consider it their go-to method.

Table 9: Banking sector managers' approaches to resolving withdrawal conflicts: low, average, and high.

Withdrawal Conflict Resolution Strategies	Frequency	Percent	Valid Percent	Cumulative Percent
Low (less than 9)	41	27.1%	27.1%	27.1%
Average (9–15)	64	42.7%	42.7%	70.0%
High (more than 15)	45	30.0%	30.0%	100.0%
Total	150	100%	100%	—

Of the 150 people who took the survey about their withdrawal tendencies, 27.3% had a weak inclination to withdraw (scores below 9), while 42.7% were somewhere in the middle, with scores between 9 and 15. In addition, a significant number of the Participants sometimes resort to retreat when faced with disagreements, as 30% of them scored high (above 15). The total percentages show that 30% of the subjects relied heavily on withdrawal, while 70% showed mild to moderate withdrawal. According to these results, retreat is present at all levels of conflict resolution, although it is most typically utilized at the average level, and a small minority relies significantly on it.

An Examination of Leadership Style and Managerial Effectiveness in the Financial Sector

Table 10 Summing Up the Model Used by Banking Sector Managers

Model	R	R Square	Adjusted R Square	d. Error of the Estimate
1	.430 ^a	.185	.179	.35601

a. Predictors: (Constant), MGAV

Table 11 shows the values of R and R². A simple correlation with an R-value of .430 shows that there is a good association between the effectiveness of managers and their leadership style. An R² value of .185 shows that leadership style accounts for 18.5% of the variation in the dependent variable, which is how well managers do their jobs.

Table 11 Analysis of variance of managers in the banking sector.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.044	1	4.044	31.905	.000 ^b
Residual	17.870	141	.127		
Total	21.914	142			

a. Dependent Variable: MEAv

b. Predictors: (Constant), MGAV

The ANOVA table 11 presents both the dependent variable and the regression model clearly. The p-value of 0.00, being below the threshold of 0.05, indicates that the regression model effectively predicts the outcome variable. This demonstrates a strong fit for the data, as evidenced by the statistical results presented in the ANOVA table.

Discussion

Workers in the information technology (IT), banking (banking), and automotive (automotive) industries come from all across the nation, making them a demographically and culturally varied group. In keeping with the proportion of the Indian population, the IT, finance, and car sectors have a disproportionately high number of Hindu Participants. There are more men than women working in the information technology (IT), banking (banking), and automotive (automotive) industries. With an average age of 28.17 years, the IT mass is primarily made up of younger people. Economic independence in the information technology (IT), finance (banking), and automotive (automotive) sectors may explain why there are disproportionately many single women working in these industries. Due to economic independence in the IT, banking, and automobile sectors, which allows women to postpone marriage, the proportion of married Participants is lower than the proportion at the national level (according to the Census report, 2011), and women in the IT industry are getting married at an earlier age than men. The difference between men and women in terms of educational achievement is rather small. Indicating a sexspecific relationship with onsite experience, men employees had relatively better onsite experience and greater working experience than female employees. When it comes to sending their kids to take advantage of such chances, parents are naturally less apprehensive.

CONCLUSION

This study primarily aims to examine the management grid, a dispute resolution tool, and the effectiveness of managers in the banking and automotive sectors. Managers are ranked on a scale from authoritarian to team to country club to destitute to middle-of-the-road according to the management grid, which is one of the study's factors. The second independent variable in this study is the strategy to conflict resolution. The Conflict Resolution Strategies assess a

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person's method for resolving conflicts. The five strategies included of this set are backing away, bargaining, compromise, and confronting. Thirdly, we are looking at effective management. Managing effectively encompasses sixteen aspects: subordinate trust, networking, discipline, resource utilization, market environment management, conflict resolution, communication, competence, client management, delegation, image building, welfare management, consulting, inspection, and innovation. This study additionally delves into the associated components and their interactions in an effort to discover a means to enhance it. The management effectiveness, conflict resolution strategies, and leadership styles of managers in the banking and automobile sectors in the NCR have been the subject of a large-scale literature review spanning the years 2000 to 2018. Leadership styles, conflict resolution strategies, and management performance were the topics included in the studies that made up the literature review. According to research by Locke and Kirkpatrick (1991), leaders stand out from the crowd in crucial respects, including cognitive capacity, self-confidence, honesty and integrity, and so on. Leadership styles differ from conflict resolution and managerial success, according to research by Blake and Mouton in 1965. We looked at the tools that managers use to gauge their own effectiveness, the management grid, and conflict resolution strategies. It was discovered that the multi-dimensional notion of the managerial grid is associated with observable behavioral patterns. Leadership is a key component of every successful company, according to various writers (Jones and Goffee, 2000; Kotter, 2001; Torbert and Rooke, 2005).

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