



**LEADERSHIP STYLES AND CONFLICT MANAGEMENT IN FOOD PROCESSING
COMPANIES IN KWARA STATE**

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Abstract

In today's dynamic organizational environment, the effectiveness of conflict management is heavily influenced by leadership styles with certain challenges. Democratic leadership can result in slow decision-making and confusion due to the need for consensus, while transformational leadership might overshadow immediate conflict resolution needs and lead to perceptions of favoritism. It therefore becomes imperative to highlight and explore how different leadership styles impact conflict management strategies which will bring about employee satisfaction. The purpose of this study was to examine the influence of leadership styles on conflict management in food processing companies in Kwara State. Through a quantitative research approach, primary data were collected from 201 employees across three companies—Olam Nig. Ltd, Annie Glidden Commodities Nig. Limited, and Food pro Group. Utilizing a cross-sectional survey design and structured questionnaire, data on leadership styles and conflict management strategies were collected. Descriptive statistics and multiple regression analysis revealed significant positive relationships between the two leadership styles. Democratic leadership was found to facilitate collaborative problem-solving, while transformational leadership inspired innovative conflict resolution approaches. The study concludes that adopting appropriate leadership styles is crucial for effective conflict management. Recommendations include tailored leadership training programmes, promoting participative leadership practices, and enhancing transformational leadership skills to improve conflict resolution and overall organizational performance.

Keywords: Leadership style, democratic leadership style, transformational leadership style, conflict management Strategies



Introduction

Leadership style within organizations plays a crucial role in shaping the dynamics of conflict management. Effective leadership is often the cornerstone of organizational success, particularly in environments where conflicts are inevitable (Akpapere et al., 2019). Conflicts can arise from various sources such as differences in personality, values, and goals, or even from organizational changes and resource allocation. Leadership styles significantly influence how conflicts are managed, either escalating tensions or fostering a collaborative environment that leads to resolution (Ronquillo et al., 2023).

Various leadership styles have been identified in literature, each of which has a distinct impact on conflict resolution. Autocratic leadership, as exemplified by the centralization of decision-making, has the potential to repress disagreement, but it can also hinder open communication and creativity (Abdul et al., 2018; Rosing et al., 2022). Conversely, democratic leadership fosters engagement and appreciates contributions from all individuals, which can result in more innovative resolutions to conflicts. Transformational leadership, which emphasizes inspiring and motivating people, has the potential to foster an environment where disagreements are viewed as chances for development and enhancement rather than as dangers (Khan et al., 2020). Leaders who aim to sustain a harmonious and productive work environment must grasp the intricacies of how different leadership styles intersect with conflict management tactics.

It must be emphasized that although, conflict is endemic in all work relationships, conflict management strategies must be put in place for the achievement of organizational goals and objectives. In the same vein, conflict management within organizations is not just about resolving disputes but also extends towards creating a framework where conflicts can be addressed constructively. According to Steen and Shinkai (2020), conflict management strategies can be categorized into five modes: competing, collaborating, compromising, avoiding, and



accommodating. The effectiveness of these strategies largely depends on the leadership style adopted by different organizations. For instance, a leader with a collaborative style is more likely to engage in problem-solving approaches, encouraging open dialogue and mutual respect among team members. In contrast, a leader who prefers an avoidance strategy may contribute to unresolved tensions, leading to long-term dissatisfaction and decreased organizational performance (Rosing et al., 2022; Abdulkareem et al., 2023).

The impact of leadership style on conflict management extends beyond the immediate resolution of disputes. It also influences organizational culture, employee satisfaction, and overall productivity. Leaders who are adept at managing conflicts can transform potentially disruptive situations into opportunities for innovation and team-building (Wang, 2023). For example, transformational leaders who emphasize a shared vision and encourage teamwork can create a culture where conflicts are not feared but are seen as necessary for continuous improvement (Lai et al., 2020). This approach not only enhances organizational effectiveness but also fosters a positive work environment where employees feel valued and motivated.

Moreover, the leadership style adopted by an organization can significantly affect employee perceptions of fairness and justice during conflict resolution. Leaders who are perceived as fair and impartial in their conflict management approach are more likely to gain the trust and respect of their employees (Lee et al., 2022). This, in turn, can lead to higher levels of organizational commitment and job satisfaction, reducing the likelihood of future conflicts. Conversely, leadership styles that are perceived as biased or autocratic may exacerbate conflicts, leading to increased turnover and decreased morale (Asim et al., 2021).

Another important aspect to consider is the role of emotional intelligence in leadership and conflict management. Leaders with high emotional intelligence are better equipped to handle the emotional complexities of conflicts, recognizing and managing their own emotions as well as those of others



(Maldonado & Márquez, 2023). Such leaders are more likely to employ conflict management strategies that are empathetic and considerate of the feelings and perspectives of all parties involved, leading to more sustainable resolutions (Babatunde et al., 2023). Emotional intelligence, therefore, is a critical competency for leaders who wish to excel in conflict management.

In today's increasingly diverse and globalized workplace, the ability to manage conflicts across different cultural contexts is also becoming more important. Leaders must be aware of the cultural dimensions that influence conflict perceptions and management styles (Lai et al., 2020). For example, in some cultures, direct confrontation may be seen as disrespectful, while in others, it may be considered a necessary part of honest communication (Asim et al., 2021). Effective leaders are those who can adapt their leadership style to the cultural context of their organization, ensuring that conflicts are managed in a way that respects and values cultural diversity.

Democratic leadership styles often struggle with conflict management effectiveness due to several issues. The need for consensus can lead to slow decision-making, delaying conflict resolution. Additionally, the absence of clear authority can result in confusion and inefficiencies, making it challenging to address conflicts swiftly. Furthermore, the broad participation involved may complicate resolution by introducing multiple perspectives, hindering the ability to reach a unified solution. In contrast, transformational leadership styles face problems with employee satisfaction in conflict management. The emphasis on overarching goals can overshadow immediate conflict resolution needs, leaving employees feeling unsupported. Moreover, transformational leaders struggle with addressing specific procedural conflicts due to their focus on vision rather than details. Lastly, the inspirational approach might lead to perceptions of favoritism or neglect if individual concerns are not adequately addressed. It is therefore important to stress that unresolved and lingering conflicting relationships within organizations particularly between management and employees can be really challenging and can as well lead to lock-outs, strikes, frustration, reduced



productivity, as well as total break- down of law and order which might lead to loss of lives and properties. Hence why adequate conflict resolution strategies should be designed within organizations to curb the escalation of conflict whenever it arises in the workplace or even within different groups and interests with the larger society. This probably explained why Mukhtar et al. (2020) investigated the influence of transformational leadership, interpersonal communication, and organizational conflict on organizational effectiveness. This study investigated whether the effect correlation exists between the Transformational Leadership, Interpersonal Communication, Organizational Conflict and Organizational Effectiveness in dayah in Aceh. Data were collected by questionnaires by 90 teachers in 3 pesantren, analysis using Path Analysis. The study found that the transformational leadership was most frequently employed, followed by the interpersonal communication, and then organizational conflict. The study found a positive effect transformational leadership, interpersonal communication and organizational conflict towards organizational effectiveness. In the same vein, Saddam et al. (2023) examined the relation between creative leadership and crisis management among faculty members at Imam Abdulrahman Bin Faisal University in light of the corona pandemic from the perspective of department heads. The study aimed to reveal the relation between the practice of creative leadership style and crisis management among faculty members at Imam Abdulrahman bin Faisal University (IAU), from the perspective of the heads of academic departments. A descriptive correlative approach was used by applying a questionnaire to a random sample of (100) Head of Department, during the second semester of the academic year 1442/1443. The findings revealed that faculty members practice both creative leadership and crisis management to a high degree. Similarly, Adigwe et al. (2024) investigated leading in a time of crisis: the coronavirus effect on leadership in America. In light of the COVID-19 pandemic, an unprecedented global health emergency, the study explores the vulnerabilities and challenges faced by leadership. The crisis, exemplified by issues such as the misinformation around Omicron Boosters in rural America, has brought to light the complex



interplay between leadership, public health initiatives, and societal dynamics. Adopting a quantitative research methodology, the study conducted a survey with 521 respondents, encompassing a diverse cross-section of American society, including members of minority communities, volunteers, students, healthcare workers, business owners, and residents of areas significantly impacted by the pandemic. The survey, focused on collecting data through a structured questionnaire, to assess the interplay between the independent variables (transparency, empathy, stakeholder engagement, context-sensitive leadership style, adaptable leadership styles, targeted communication, and culturally sensitive communication strategies) and the dependent variables (success of crisis leadership and improved crisis management), using Likert scale questions. The data collected were used to test the hypothesis, using regression analysis. The findings reveal significant insights: transparency, empathy, and engagement with stakeholders are crucial for successful crisis leadership; context-sensitive and adaptable leadership styles are more effective than rigid ones in diverse crisis scenarios; and targeted, culturally sensitive communication strategies significantly improve crisis management outcomes. In another study Iqbal (2023) examined leadership styles predict conflict management styles evidence from education sector in AJ&K. The research study aims at finding relationship between leadership styles of secondary school principals with conflict management styles. Important objective of the research study was, to find relationship between leadership styles and principals conflict management styles. All heads of both government and private educational institution at secondary school level were the population of the research. Total 155 school heads were selected as sample size of the study through Krejice & Morgan sample selection table. Standard questionnaires were used for data collection. Significant and positive relationship was found between leadership styles and conflict management styles of school principals. Public school heads possessed autocratic styles of leadership as most opted style and laissez-fair was most favored leadership style of private school principals. There was difference in conflict management styles of school principals.



Objectives of the Study

The general objective of this study was to examine the main influence of leadership styles on conflict management in selected food processing companies in Kwara state. Specifically, the study:

1. Determined the influence of democratic leadership style on conflict management effectiveness in the selected food processing companies in Kwara State.
2. Find out the impact of transformational leadership style on employee satisfaction with conflict management processes in food processing companies in Kwara State.

Research Questions

1. What are the main influences of leadership styles on conflict management among the selected food processing companies in Kwara sState?
2. How does democratic leadership style impact on conflict management effectiveness in the selected food processing companies in Kwara State?
3. How does transformational leadership style impact employee satisfaction with conflict management processes in the selected food processing companies in Kwara State?

Research Hypotheses

The null hypotheses below were formulated to guide the study:

H01: Democratic leadership style does not significantly affect conflict management effectiveness in food processing companies in Kwara State.

H02: Transformational leadership style has no significant impact on employee satisfaction with conflict management processes in food processing companies in Kwara State.



Literature Review

Concept of Leadership Style

This section provides scholarly reviews on the concept of leadership and the main influence of leadership styles on organizational goal attainment and more importantly on conflict management strategies successes. Leadership style was observed to have a significant impact on how conflicts are handled within organizations (Akpapere et al., 2019; Ajirowo 2019). Leadership has to do with the pattern and approach that leaders employ to steer their teams, make decisions, and address problems. The selection of a leadership style has a direct impact on the dynamics of a team, the satisfaction of employees, and the overall success of the organization (Adigwe et al., 2024). Leaders with diverse approaches have distinct strengths and limitations when it comes to managing disputes, which in turn impacts on the speed and effectiveness of conflict resolution or the potential for conflicts to escalate (Govender & Bussin, 2020). Comprehending these characteristics is crucial for customizing conflict resolution solutions to suit organisational requirements and the enhancement of overall team performance. Leaders may employ diverse strategies depending on the specific circumstances and characteristics of the disputes they encounter. For example, certain leaders may favor a commanding attitude, whilst others may tend to prioritise cooperation and inclusiveness (Wang et al., 2022). Each style has an effect on how conflicts are viewed and addressed within the organisation. The efficacy of a leadership style in conflict resolution relies on its congruence with the objectives of the organisation, the type of disputes at hand, and the attributes of the team members engaged (Babatunde et al., 2023). Assessing these characteristics enables organizations to cultivate more efficient dispute resolution processes and improve overall team unity.



Democratic Leadership

Democratic leadership, also known as participative leadership, involves team members in the decision-making process and values their input (Wang et al., 2022). This style promotes a collaborative environment where employees feel their opinions are considered, which can lead to more effective conflict resolution. By involving team members in resolving conflicts, democratic leaders can create solutions that are more widely accepted and supported. This approach fosters team cohesion and enhances morale, as employees feel more engaged and valued in the decision-making process (Rosing et al., 2022; Ajirowo, 2024). However, democratic leadership may have limitations in situations requiring rapid decision-making. The process of seeking consensus and incorporating diverse viewpoints can be time-consuming, which might delay conflict resolution in urgent scenarios. Despite this, democratic leadership generally contributes to a positive organizational culture and encourages constructive dialogue. By fostering an environment where team members feel empowered to contribute, democratic leaders can facilitate more sustainable and collaborative conflict resolution (Wang, 2023).

Transformational Leadership

Transformational leadership focuses on inspiring and motivating employees to achieve collective goals and exceed their own self-interests (Susilo, 2019). Transformational leaders are known for creating a compelling vision for the future and encouraging team members to align with this vision. This leadership style is particularly effective in conflict management as it promotes open communication and a shared sense of purpose. Transformational leaders view conflicts as opportunities for growth and innovation, which can lead to creative and effective solutions (Khan et al., 2020). This approach also enhances organizational culture by fostering an environment of mutual respect and collaboration. Transformational leaders inspire their teams to work towards



common goals and to view conflicts as challenges to overcome rather than obstacles (Monteiro & Joseph, 2023). However, the effectiveness of transformational leadership depends on the leader's ability to maintain high levels of motivation and engagement among team members. If not managed effectively, even transformational leaders may face challenges in sustaining the positive impact of their leadership style on conflict resolution (Khan et al., 2020; Ajirowo et al., 2023).

Conflict Management

Conflict is endemic in all work relationship due to varied reasons particularly as a result of divergent interest between the main groups in the industrial relation system: the management and the employees. However, in order to realize these divergent interests, organizational activities must continue in spite of the endemic nature of conflict. For the above reason, conflict management is there essential for maintaining organizational effectiveness and harmony. Conflict management therefore involves using various strategies to address and resolve disputes among team members, ensuring that conflicts do not escalate and negatively impact on productivity (Aleke et al., 2020). Effective conflict management is crucial as it helps in maintaining a positive work environment and fostering a collaborative culture. Leaders play a significant role in setting the tone for conflict resolution and implementing strategies that align with organizational goals and values (Scholarworks & Lundula, 2024).

There are several key strategies for managing conflicts, each suited to different situations. The competing strategy involves assertiveness and is useful for quick resolutions but can lead to win-lose outcomes (Steen & Shinkai, 2020). The collaborating strategy, on the other hand, promotes cooperation and aims for mutually beneficial solutions, though it requires time and effort (Wang et al., 2022). Compromising seeks a middle ground, balancing concessions from both parties, while



avoiding entails withdrawing from the conflict, which might delay resolution. Accommodating prioritizes others' needs over one's own, fostering harmony but potentially neglecting one's own interests.

Leadership styles significantly impact how conflicts are managed. Autocratic leaders tend to impose decisions, leading to quick resolutions but potentially harming team morale and relationships (Lee et al., 2022). Democratic leaders involve team members in the decision-making process, which can result in more accepted solutions but may take longer. Transformational leaders use conflicts as opportunities for growth and innovation, encouraging open communication and fostering a positive organizational culture (Maldonado & Márquez, 2023).

Theoretical Framework **Contingency Theory**

The study was anchored on the theoretical strength of The Contingency Theory. The contingency theory was developed by Fred Fiedler in 1964. Fiedler's theory revolutionized leadership studies by emphasizing that the effectiveness of leadership is contingent upon situational factors rather than a universal best style (Fiedler, 1964). His work highlighted that leaders must adapt their styles to match the demands of different situations to be effective. The theory is based on several key assumptions. First, it assumes that leadership effectiveness is contingent on the alignment between a leader's style and the situational context (Asana, 2022). It also assumes that there are specific situational factors that influence the success of different leadership styles, including the nature of the task, the leader's relationship with their team, and the degree of authority the leader has. Furthermore, it posits that leadership styles are relatively fixed, and leaders may need to adjust the situation to fit their style rather than changing their inherent style. In practice, the Contingency Theory suggests that leaders should assess the nature of the conflict and the specific context before



choosing a leadership approach. For instance, an autocratic style might be appropriate in crisis situations requiring quick decisions, while a democratic style may be more effective in resolving conflicts that benefit from team input and collaboration (Asana, 2022). This flexibility allows leaders to apply the most suitable conflict management strategies based on the unique demands of each situation, enhancing overall conflict resolution and team effectiveness.

One major criticism of the Contingency Theory is that it assumes leadership styles are largely fixed and does not adequately address the possibility of leaders developing new styles or adapting their approaches over time (Moniz Jr, 2010). Additionally, the theory has been criticized for its complexity and the difficulty in precisely measuring situational factors and leadership styles. Critics argue that it may not fully account for the dynamic nature of modern organizational environments and the evolving expectations of leadership. To address these criticisms, it is recommended that organizations incorporate flexibility into their leadership development programs, allowing leaders to refine and adapt their styles over time.

Methods

This study employs a cross-sectional survey design to examine the relationship between leadership styles and conflict management in selected food processing companies in Kwara State namely Olam Nig. Ltd, Annie Glidden Commodities Nig. Limited, and Food pro Group. Purposive and stratified sampling techniques were utilized to select a sample size of 201 participants that were determined using the Ra o soft calculator to ensure proportional representation from an entire population of 412 employees in the selected processing companies. Participants from Olam Nig Ltd are (39.3%), while participants from Annie Glidden Commodities Nigeria Limited are (31.3%), and participants from Food Pro Group are (29.4%, contributing 59 participants).



Primary data was collected using a structured questionnaire featuring a 5-point Likert scale, designed to measure variables related to leadership styles and conflict management strategies. The instrument's validity was ensured through expert review. Data analysis involved descriptive statistics and inferential analyses and multiple regressions to determine the relationship between leadership styles and conflict management effectiveness. The study adheres to ethical principles including voluntary participation, informed consent, anonymity, and confidentiality.

Results

Respondents Demographic Characteristics

Table 1: Respondents Demographic Characteristics

Variable	Respondent Profile	Frequency	Percentage (%)
Gender	Male	107	53.23
	Female	94	46.77
	Total	201	100
Age	18-30	23	11.44
	31-40	52	25.74
	41 and above	126	62.82
	Total	201	100
Years of Experience	Less than 5yrs	66	32.84
	6 -15 yrs	103	51.24
	16 yrs and above	32	15.92
	Total	201	100
Educational Background	OND, NCE	26	12.93
	HND, BSc	52	25.74
	MBA, MSc	98	48.76
	PhD	20	9.95
	Others	5	2.48
	Total	201	100

Field Survey (2024)



The demographic characteristics of the 201 respondents reveal a diverse profile. The majority of respondents are male (53.23%), with females representing 46.77% of the sample. Age distribution shows a predominant segment of respondents (62.82%) are aged 41 and above, followed by those in the 31-40 age group (25.74%) and a smaller portion (11.44%) aged 18-30. In terms of experience, most respondents (51.24%) have between 6 to 15 years of experience, while 32.84% have less than 5 years, and 15.92% have 16 years or more. Educationally, the largest group holds MBA or MSc degrees (48.76%), followed by HND or BSc holders (25.74%). Those with OND or NCE constitute 12.93%, while PhD holders make up 9.95%, and others represent 2.48%. This distribution highlights a well-experienced and highly educated respondent pool, reflecting a broad range of expertise and background relevant to the study.

Research Hypotheses

The null hypotheses below were formulated to guide the study:

H01: Democratic leadership style does not significantly affect conflict management effectiveness in food processing companies in Kwara State.

H02: Transformational leadership style has no significant impact on employee satisfaction with conflict management processes in food processing companies in Kwara State.

Table 2A: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893 ^a	.872	.821	.11431
A. Predictors: (constant), Democratic leadership style, transformational leadership style				

Source: Author's Computation (2024)



Key statistics that assess the regression model's quality of fit are included in table 2's model summary. With an approximate coefficient of determination (R-squared) of 0.872, the independent variables (Democratic leadership style, transformational leadership style) can account for 87.2% of the variance in the dependent variable (conflict management effectiveness and employee satisfaction). The model's explanatory power is estimated to be strong even after accounting for complexity, as indicated by the adjusted R-squared of 0.821, which takes into consideration the sample size and number of predictors. The average difference between the actual and anticipated values is shown by the estimate's standard error, which is 0.11431.

2B: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.324	2	1.735	7.231	.000 ^b
	Residual	21.138	199	.212		
	Total	26.462	201			
a. Dependent Variable: Conflict management effectiveness and employee satisfaction						
b. Predictors: (Constant), Democratic leadership, transformational leadership						

Source: Author's Computation (2024)



Additional confirmation of the regression model's relevance is provided by the ANOVA table (Table 2B). The analysis of variance, which evaluates the overall significance of the regression model, is presented in the ANOVA table. The "Regression" row shows that a considerable portion of the variation in the dependent variable (conflict management effectiveness and employee satisfaction) can be explained by the model taken as a whole. With a p-value of 0.000 and an F-statistic of 7.231, the model is considered statistically significant.

Table 2C: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.273	.096		4.284	.000
	Democratic leadership	.043	0.94	.623	0.045	.000
	Transformational leadership	.173	0.28	.192	0.617	.000
a. Dependent Variable: Conflict management effectiveness and employee satisfaction						

Source: Authors Computation (2024)



Table 2C outlines the coefficients for democratic leadership styles and transformational leadership style in relation to conflict management effectiveness and employee satisfaction, providing insights into how each leadership style influences conflict management effectiveness and employee satisfaction in food processing companies in Kwara State. The constant term is 0.273 with a t-value of 4.284 and a significance level of $p < 0.001$, indicating a statistically significant baseline level of conflict management when the two leadership styles are held constant. This suggests that even in the absence of specific leadership styles, there is a measurable baseline effect on conflict management effectiveness and employee satisfaction.

The analysis reveals that democratic leadership has an unstandardized coefficient of 0.043, a standard error of 0.094, and a standardized coefficient (Beta) of 0.623, which is statistically significant ($p < 0.001$). This indicates a strong positive relationship between democratic leadership and conflict management effectiveness, suggesting that democratic leadership significantly enhances conflict management effectiveness by involving team members in decision-making processes. Democratic leaders encourage collaboration and consensus-building, leading to more effective conflict resolution and a more inclusive work environment. This finding is consistent with Ronquillo et al. (2023) that democratic leadership is associated with higher levels of team satisfaction and more effective conflict management through engagement and collective problem-solving. Similarly, Rosing et al. (2022); Ajirowo et al. (2022) reported that democratic leadership fosters a participatory environment where employees feel valued, leading to better conflict resolution outcomes. Also, Wang et al. (2022) observed that in organizations where democratic leadership is practiced, there is a notable reduction in workplace conflicts due to the emphasis on mutual respect and shared decision-making. Additionally, the findings resonate with Susilo (2019) that democratic leadership promotes transparency and trust, which are critical for resolving conflicts constructively.



Transformational leadership is represented by an unstandardized coefficient of 0.173, a standard error of 0.028, and a Beta of 0.192, which is statistically significant ($p < 0.001$). This suggests a positive impact of transformational leadership on employee satisfaction with conflict management. Transformational leaders inspire and motivate their teams, fostering an environment where conflicts are addressed through innovation and mutual respect. This leadership style is effective in creating a positive organizational culture and improving overall team performance. This finding aligns with Babatunde et al. (2023), who suggested that transformational leadership not only improves team morale but also enhances conflict resolution by encouraging a shared vision and open communication. Further supporting this, Khan et al. (2020); Ajirowo (2024) emphasized that transformational leaders are adept at managing conflict through visionary leadership and a strong sense of mission. Also, the findings agree with Asim et al., (2021) that transformational leadership is effective in reducing workplace conflict by fostering a culture of continuous improvement and open dialogue. Additionally, the findings collaborate with Lee et al. (2022) that transformational leaders are better at resolving conflicts because they encourage employees to transcend their self-interests for the greater good, leading to more harmonious workplace interactions.

Conclusions

The study reveals significant relationships between democratic and transformational leadership styles and conflict management effectiveness and employee satisfaction in food processing companies in Kwara State. Democratic leadership style demonstrates strong positive impact, highlighting its role in fostering collaborative problem-solving and inclusive decision-making in conflict situations. Transformational leadership also positively affects conflict management, emphasizing its ability to inspire and motivate teams to address conflicts innovatively. These findings emphasize the importance of adopting appropriate leadership styles in managing organizational conflicts effectively.



Recommendation

Leaders should be trained to identify scenarios where decision-making can lead to swift conflict resolution, particularly in crisis situations or when immediate action is required. However, it's crucial to balance this approach with strategies that promote long-term team cohesion and satisfaction. Organizations should prioritize the development and promotion of participative leadership practices. This can be achieved through training programs that enhance leaders' skills in facilitating group discussions, encouraging diverse viewpoints, and building consensus. Organizations should create formal structures that support democratic decision-making processes, such as regular team meetings, feedback sessions, and collaborative problem-solving workshops. Leadership development initiatives should focus on enhancing leaders' abilities to articulate a compelling vision, motivate team members, and foster an environment of innovation and mutual respect. Organizations should encourage transformational leaders to view conflicts as opportunities for growth and learning, promoting a culture where constructive disagreement is valued.

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