



## **Leaders' Behaviours in Workplace Conflict Dynamics and Organisational Performance: A Study of the Federal University Oye-Ekiti**

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### **Abstract**

*High level of unhealthy workplace conflict and poor organizational performance are often caused by poor leadership behavior. This study evaluates how leaders' actions affect organizational performance and conflict dynamics in the workplace. The study uses a quantitative approach and collected primary data from 315 respondents who were chosen using a basic random sampling procedure and structured questionnaires. The primary data gathered for the study was analyzed using the Statistical Package for Social Sciences (SPSS). The study demonstrated that organizational performance and workplace conflict dynamics are impacted by the behaviors of leaders. This is supported by 89.2 percent of respondents. According to the report, leadership and conflict resolution training in government-approved institutions should be required before someone can be appointed or elected to a leadership post.*

**Keywords:** Leaders' Behaviours, Workplace Conflict, Dynamic, Organizational Performance

### **Introduction**

One of the most important indicator of an organization's success or failure is its leadership. The idea is widely accepted in many facets of human endeavor. Since the beginning of time, leadership has taken up a significant portion of the human intellect. The records of human experience that have been maintained and stored throughout human history demonstrate the human concern with regard to leadership. Faisal, Azeem, Aysha, Amina, Saleem, and Nadeem (2012) state that early writers focused a great deal of time and effort on leadership issues. For example, Machiavelli provided specific methods for a leader to acquire and hold onto power over others in his book *The Prince*, while Plato focused on the qualities of the ideal and just ruler.

Leadership challenge is an issue that many organizations and civilizations encounter. This issue persisted through several generations and reached its worst point at this time. Organizational politics, power struggles, insubordination, tribalism, suppression, and other forms are among the many ways the issue frequently appears, and they are all tinged with conflict expressions (Yusuf-Habeeb & Ibrahim, 2017). The phrase "leadership" lacks conceptual coherence, which exacerbates the issue.

Low productivity, low profitability, high employee turnover, low job satisfaction, and unhealthy workplace conflict are all consequences of poor conceptual clarity, which typically leads to a blame-game filled with conflicts between leaders and followers. According to Yusuf-Habeeb and Ibrahim (2017), the "net effect of these is low institutional performance."

Although conflict in the workplace is normal and unavoidable, its severity and results can significantly affect leaders' actions, which can then affect the performance of organizations. Similarly, the behaviours or actions of leaders can impact the dynamics of conflict and the effectiveness of organization. It is against this backdrop that this study assesses the effect of leaders' behaviours in workplace conflict dynamics and organizational performance.

The research questions guiding the study include: What is the relationship between leaders' behaviours, workplace conflict and organizational performance?; Does leaders' behaviours have effect on workplace conflict and organizational performance? Does leaders' behaviours role in conflict management as effect in organizational performance?

### **Conceptual review**

#### **Organizational conflict and management**

According to Baron (1990), "managers and scientists interested in understanding the nature of organizational behaviours and organizational processes should pay close attention to organizational conflict". Conflict management and resolution abilities are among the essential competencies that a successful organizational leader has to possess. To properly manage an organization and guarantee its



successful performance, a leader must possess this. Undoubtedly, one of the most significant organizational phenomena is conflict (Rahim, 2001).

Conflict is generally regarded as a normal and unavoidable occurrence. In addition, "organizational conflict as it stands presently is deemed legitimate and unavoidable and a good indicator of effective organizational management" (Rahim, 2001). Erzen (2015) describes it as "disagreement or differences of opinions between individuals and any problems experienced because of these differences". The definition of conflict differs across various disciplines (Rahim, 2001, 2002), a common characteristic of conflict is its being a natural outcome of interactions between humans with differing personality traits, values, wants, and desires (Erzen, 2015).

Human regularly interact and communicate with one another in many forms, even within organizations, which can lead to conflict. Organizational conflict is a frequent occurrence because there is rarely a consensus among staff and line personnel regarding norms regulating the organization (Omisore & Abiodun, 2014). Numerous factors, including tasks, values, goals, and so forth, can give rise to conflict. According to Flerwood (1987), managers must be able to identify the cause of the conflict, see its potential for both constructive and destructive outcomes, learn how to manage conflict, and apply conflict resolution techniques in a practical way.

According to Salmela (2018), conflict management entails taking actions that reduce the negative consequences of conflict and enhances the favorable ones. Conflict management is the process of classifying and handling conflict in a sensible, logical, and well-organized manner (Mehrad 2019). According to DeChurch & Mark (2001), it allows groups to openly talk about concerns and dispute, allowing them to share information and tackle a conflict collectively. Active conflict management is important for organizational effectiveness. Conflict management techniques are one of the key organizational elements that have a significant impact on workers' attitudes and performance at work (Slabbert, 2004; Copley, 2008). Active conflict management allows businesses to address concerns and inconsistencies visually, enabling them to share data and confront conflict collectively (DeChurch & Mark 2001).

The five conflict Management styles developed by Thomas Kilman in 1976 are competing, avoiding, accommodating, compromising and collaborating. In Rahim (2011) typology, organizational conflict management styles are integrating, obliging, compromising, dominating and avoiding. These styles vary in their degree of cooperativeness and assertiveness.

### **Organisational performance**

One definition of performance is the act of performing a task or function (Market Business News 2020), it is frequently judged by "how successfully the person carries out that duty." Performance, according to Hellriegel, Jackson, and Slocum (1999), is the degree of a person's work accomplishment following an attempt. Shibru, Bibiso, and Ousman (2017) asserts that "performance informs about the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency), and between output and attained outcome (effectiveness),".

In the context of organization- which is seen as "an organized group of individuals with a specific purpose", an organizational performance can be described as relating to "how successfully an organized group of people with a particular purpose perform a function" (Market Business News, 2020). Chen, Silverthorne & Hung (2006) simply see organizational performance as the "transformation of inputs into outputs for achieving certain outcomes", which must be optimum and desirable by the organization. Employees' productivity, organizational outputs, and overall organizational productivity are all related to organizational performance. It is possible to analyze, quantify, and assess such performance. According to Market Business News (2020), organizational performance "involves measuring a organization's performance against its objectives and goals," meaning that actual outcomes or outputs—that is, organizational performance—are compared with or to the expected outputs. The analysis focuses on three primary outcomes: market performance, financial performance, and shareholder value performance.

Performance measurement has been the subject of discussions and criticism. Knowledge of past performance, self-reports of dedication to organizational goals, satisfaction with the leader, and perceived effectiveness of the leader were all identified by scholars such as de Hoogh, den Hartog, Koopman, Thierry, den Berg, der Weide, and Wilderom (2004). According to Koene, Vogelaar, and



Soeters (2002), "net profit margin, business unit sales, and percentage of targets met for business unit performance" can be used to measure organizational performance. Their opinions are limited to profit-oriented organizations, and they also noted that non-profit organizations can use performance metrics like environmental restrictions, which can represent factors outside the leaders' control.

### **Method**

Quantitative method was adopted for the study. To achieve the objective of the study, primary and secondary data were collected from the study area. Structured questionnaire instrument was used to collect primary data from the 315 respondents obtained via Taro Yamane 1973 formula for calculating sample size. The questionnaire contained 50 questions which was divided into two parts. The first part contains demographic questions for the respondents while the second part contains various statements on leadership behaviors, workplace conflict management and organizational performance. The secondary data for the study was collected from periodicals, reports, research articles, journals, books, newspapers and relevant websites.

### **Data Analysis and Discussion**

**Table 1: Sex of Respondents**

| Respondents | Frequency | Percent |
|-------------|-----------|---------|
| Male        | 144       | 45.7    |
| Female      | 171       | 54.3    |
| Total       | 315       | 100     |

Source: Fieldwork 2022

The table above shows the sex distribution of the sampled respondents. Females account for 54.3 percent of the sampled population while males account 45.7 percent. This is somewhat a fair sex balance given the percentage difference which is insignificant.

**Table 2: Age of Respondents**

| Age range   | Frequency | Percent |
|-------------|-----------|---------|
| 51-60 years | 50        | 15.9    |
| 30-40 years | 75        | 23.8    |
| 41-50 years | 190       | 60.3    |
| Total       | 315       | 100     |

Source: Fieldwork 2022

The table above is the age distribution of the respondents. There are three age categories: age 30yrs -40 years accounts for 23.8%, age 41yrs to 50 years represents 60.3% and 15.9% represents age category between 51yrs to 60yrs.

**Table 3: Educational Qualification Respondents**

| Qualifications  | Frequency | Percent |
|-----------------|-----------|---------|
| NCE/ND/O' Level | 35        | 11.1    |
| HND/BSc         | 106       | 33.7    |
| MSc/MA          | 123       | 39.0    |
| PhD             | 51        | 16.2    |
| Total           | 315       | 100     |

Source: Fieldwork 2022

From the Table above HND/B.Sc. Holders account for 33.7%. NCE/ND/O' Level Holders account for the lowest with 11.1 percent. M.Sc/MA Holders account for the highest respondents with 39.0 percent and PhD Holders is 16.2 percent.

**Table 4: Distribution of Academic and Non-academic Staff**

| Distribution of Academic and Non-academic Staff |           |         |
|-------------------------------------------------|-----------|---------|
| Staff                                           | Frequency | Percent |
| Academic Staff                                  | 163       | 51.7    |
| Non-academic Staff                              | 152       | 48.3    |
| Total                                           | 315       | 100     |

Source: Fieldwork 2022

The table above shows the categorization of respondents into academic and non-academic staff. Academic staff accounts for 51.7 percent of the respondents while non-academic staff accounts for 48.3



percent of the respondents. There is fairly equal distribution of respondents along academic and non-academic staff given the small difference of 3.4 percent.

**Table 5: Marital Status Respondents**

| Qualifications | Frequency | Percent |
|----------------|-----------|---------|
| Married        | 210       | 66.8    |
| Single         | 74        | 23.6    |
| Divorced       | 20        | 6.4     |
| Widow/Widower  | 10        | 3.2     |
| Total          | 315       | 100     |

Source: Fieldwork 2022

The table above present the frequency and percentage of respondents in terms of their marital status. Married respondents accounted for the highest with 66.8 percent while the divorced accounted for the lowest with 6.4 percent. The Singles respondents represents 23.6 percent. The widow/widower account for 3.2 percent. This indicates that those with marital experience constitute higher statistics of respondents.

**Table 6: Duration of Respondents in Organization**

| Duration     | Frequency | Percent |
|--------------|-----------|---------|
| 1-3 years    | 47        | 14.9    |
| 3-5 years    | 160       | 50.8    |
| Over 5 years | 108       | 34.3    |
| Total        | 315       | 100     |

Source: Fieldwork 2022

The table above shows the frequency of the duration of respondents in the organisation for the study. Those who have worked for a period of 3 to 5 years account for the highest number of respondents with 52.9 percent. Those who have spent 1 to 3 years account for the least number of respondents with 13.4 percent. Respondents who have been in the organisation for over 5 years account for just 33.7 percent.

**Table 7: How do Heads of Units/Departments run their Units/Departments?**

| How units/departments are run | Frequency | Percent |
|-------------------------------|-----------|---------|
| Freely                        | 210       | 66.7    |
| With interference             | 105       | 33.3    |
| Total                         | 315       | 100     |

Source: Fieldwork 2022

The above table shows respondents responses to the question on how heads of units/departments run their departments. 66.7 percent agreed that unit/departments are freely administered while 33.3 percent said there is interference. This means majority of the respondents agreed that departments/units are freely administered in the organization.

**Table 8: What factor (s) could counter high organizational performance?**

| Factor(s)                     | Frequency | Percent |
|-------------------------------|-----------|---------|
| Lack of good office equipment | 71        | 22.5    |
| Insufficient staff and funds  | 102       | 32.4    |
| Autocracy and bad leadership  | 142       | 45.1    |
| Total                         | 315       | 100     |

Source: Fieldwork 2022

The table shows responses to the question of what factor (s) could counter u organizational performance. 22.5 percent responded in support of lack of good office equipment, 32.4 percent points to insufficient staff and funds, and 45.1 percent said its autocratic leadership style. From the table, it is obvious that respondents who identified autocratic leadership style is in majority with 45.1 percent.

**Table 9: How can you describe the performance of the organization so far?**

| Performance | Frequency | Percent |
|-------------|-----------|---------|
| Outstanding | 134       | 42.5    |
| Average     | 132       | 41.9    |
| Poor        | 49        | 15.6    |
| Total       | 315       | 100     |

Source: Fieldwork 2022

The table shows respondents responses to the question how can describe the performance of the organization so far. Those who responded that the performance is average is 41.9 percent, while those



who responded that it is poor is the lowest with 15.6 percent. 42.5 percent responded agreed that their performance is outstanding.

**Table 10: What factor (s) enhance performance in your organization?**

| Performance enhance factor(s)                               | Frequency | Percent |
|-------------------------------------------------------------|-----------|---------|
| Recruitment of well-educated /experienced staff and leaders | 72        | 22.9    |
| Acquisition of state of the art technology.                 | 51        | 16.2    |
| Participatory leadership and proper leadership behaviour.   | 83        | 26.3    |
| Research and development                                    | 49        | 15.6    |
| Free flow of information and personal recognition           | 60        | 19.0    |
| Total                                                       | 315       | 100     |

Source: Fieldwork 2022

The above table shows respondents responses on factors that enhance performance in your organization. 26.3 percent of the respondents supports participatory leadership and this constitutes the highest response, while 16.2 percent respondents responded in favour of acquisition of state of the art technology. 22.9 percent respondents identified recruitment of well-educated/experienced staff and leaders and this represents the highest response. 15.6 percent respondents said it is research and development, and tis represents the least response. 19.0 percent respondents support free flow of information and personal recognition.

**Table 11: From your experience with your organization, how do you describe the leadership style?**

| Leadership description | Frequency | Percent |
|------------------------|-----------|---------|
| Autocratic             | 81        | 25.7    |
| Participatory          | 97        | 30.8    |
| Democratic             | 88        | 27.9    |
| Others                 | 49        | 15.6    |
| Total                  | 315       | 100     |

Source: Fieldwork 2022

The above table shows the responses of the respondents in relation to how they describe the leadership styles prevalent in their organizations. 30.8 percent which represents the highest response agree it is participatory leadership style. 25.7 percent responded that it is autocratic and 27.9 percent supports democratic leadership style. Other respondents who said other leadership styles constitutes 15.6 percent, and represents the least responses.

**Table 12: Conflicts in your workplace is more rampant**

| Conflicts in your workplace is more rampant                | Frequency | Percent |
|------------------------------------------------------------|-----------|---------|
| Between organizational leadership & employees.             | 114       | 36.2    |
| Among employees that are not leaders of units/departments. | 120       | 38.1    |
| Among leaders of Units/ Departments.                       | 81        | 25.7    |
| Total                                                      | 315       | 100     |

Source: Fieldwork 2022

The above table shows respondents responses on the questions on conflicts in your workplace is more rampant. 38.1 percent respondents which represents the highest response, said it is among employees that are not leaders of units/department. 25.7 percent represents the least response of the respondents and in support of among leaders of units/departments. 36.2 percent of responses supports between organizational leadership and employees.

**Table 13 Hypothesis One: There is no significant triangular relationship between leaders' behavior, workplace conflict and organizational performance.**

| Variables                                                                                              | N   | Mean | Std. Deviation | R    | Sig   | Pearson coefficient |
|--------------------------------------------------------------------------------------------------------|-----|------|----------------|------|-------|---------------------|
| Leaders' behaviours has triangular relationship with workplace conflict and organizational performance | 315 | 3.89 | 1.201          | .891 | <0.05 | 79.388              |
| Do you agree that workplace conflict has a relationship with organizational performance?               |     | 2.71 | 1.582          |      |       |                     |

Source: Fieldwork 2022

From the table above, the mean of the sampled population is 3.89 with standard deviation of 1.201. The Pearson r is .891 at 0.05 significance. That is ( $r=0.891, p<0.05$ ). Therefore, there is a triangular

relationship connecting leaders' behaviours, workplace conflict and organizational performance. The null hypotheses is rejected and the alternate hypotheses is accepted, that is, there is significant triangular relationship connecting leaders' behaviors, workplace conflict and organizational performance. Pearson coefficient of 79.388% reveals strong relationship between leaders' behaviour, workplace conflict and organizational performance.

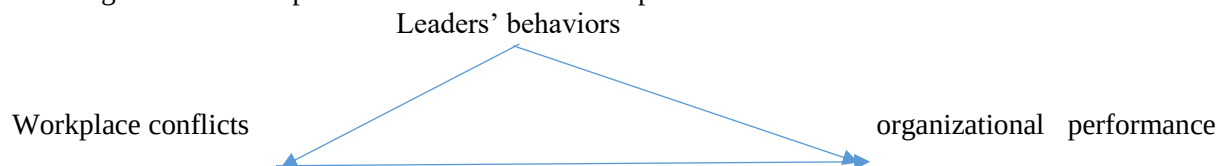
**Table 14: Triangular relationship between leaders' behaviors, workplace conflicts and organizational performance**

| Triangular relationship between leaders' behaviors, workplace conflicts and organizational performance | Frequency | Percent |
|--------------------------------------------------------------------------------------------------------|-----------|---------|
| Strongly agree                                                                                         | 132       | 41.9    |
| Agree                                                                                                  | 98        | 31.2    |
| Undecided                                                                                              | 31        | 9.8     |
| Disagree                                                                                               | 30        | 9.5     |
| Strongly disagree                                                                                      | 24        | 7.6     |
| Total                                                                                                  | 315       | 100     |

Source: Fieldwork 2022

The above table show that 41.9 percent representing the highest response strongly agreed. 31.2 percent agree, 9.8 percent undecided, 9.5 percent disagree, and 7.6 percent representing the least responses strongly disagreed.

The diagram 1 below represents structural relationship of the variables.



From the diagram, it can be seen that leaders can have direct effect on workplace conflict and also influence the dynamics of workplace conflicts. It also has direct effect on organizational performance. Finally, it can also be seen that the outcome or result of its effect on workplace conflict can also affect organizational performance just like as it seen as tat workplace conflict (dynamics) can also directly affect organizational performance. From the table below it could be seen that 42.2% strongly agreed to triangular relationship between the said variables. The triangular relationship advanced by this study is the gap this study fills, and remains one of its contribution to knowledge. Also, 35.5% strongly agreed as against 9.5% strongly disagree to the statement that leaders behaviours as effects on workplace conflict dynamics and organizational performance.

**Table 15: Statements with respondents responses expressed in frequency and percentage**

| Statements                                                                                                                 | Strongly Disagree<br>(Freq. & Percent) | Disagree<br>(Freq. & Percent) | Not sure<br>(Freq.& Percent) | Agree<br>(Freq.& Percent) | Strongly agree<br>(Freq. & Percent) |
|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------|-------------------------------|------------------------------|---------------------------|-------------------------------------|
| Leaders' behaviours has effects on workplace conflicts & Organizational performance                                        | 30<br>9.5%                             | 38<br>12.1%                   | 27<br>8.6%                   | 107<br>34.0%              | 113<br>35.9%                        |
| Leaders' behaviours in workplace conflict management has effect on Organizational performance                              | 21<br>6.7%                             | 22<br>7.0%                    | 23<br>7.3%                   | 104<br>33.0%              | 145<br>46.0%                        |
| There is a triangular relationship between leaders' behaviours, workplace conflict dynamics and Organizational performance | 20<br>6.3%                             | 21<br>6.7%                    | 26<br>8.3%                   | 115<br>36.5%              | 133<br>42.2%                        |
| The level of performance in organization is a function of leaders behaviours                                               | 24<br>7.6%                             | 28<br>8.9%                    | 20<br>6.3%                   | 114<br>36.2%              | 129<br>41.0%                        |
| Leaders' behaviours in workplace conflict has impact on Organizational performance                                         | 19<br>6.0%                             | 20<br>6.3%                    | 18<br>5.7%                   | 111<br>35.2%              | 147<br>46.7%                        |



**Table 16: What is the relationship between the overall leader of this organization and the Departmental/Unit Leaders?**

| Triangular relationship between leaders' behaviors, workplace conflicts and organizational performance | Frequency | Percent |
|--------------------------------------------------------------------------------------------------------|-----------|---------|
| Very good relationship                                                                                 | 87        | 27.6    |
| Cordial relationship                                                                                   | 133       | 42.3    |
| Below average relationship                                                                             | 59        | 18.7    |
| Unfriendly relationship                                                                                | 36        | 11.4    |
| Total                                                                                                  | 315       | 100     |

Source: Fieldwork 2022

The above table shows the frequency and percentage of respondents to the question on the table posed to them via the research instrument. 42.3 percent of the respondents agreed to a cordial relationship. This represents the highest response. 11.4 percent is the least response representing unfriendly relationship. 27.6 percent responded in favour of a very good relationship while 18.7 percent said the relationship is below average.

**Table 17 Hypothesis Two: There is no significant relationship between the impact of leaders' behaviours in workplace conflict and organizational performance**

| Correlation Variables                                                                             | N   | Mean  | Std. Deviation | R     | Sig   | Pearson coefficient |
|---------------------------------------------------------------------------------------------------|-----|-------|----------------|-------|-------|---------------------|
| Leaders' behaviours in workplace conflict have impact on organizational performance.              | 315 | 2.000 | .926           |       | <0.05 | 59.44               |
| Do you agree that leaders' behaviours in workplace conflict has effect on employees' performance? |     | 1.03  | .161           | -0.77 |       |                     |

Source: Fieldwork 2022

From the table above, the mean of the sampled population is 2.00 with standard deviation of .926. The Pearson r is .0.77 at 0.05 significance. That is ( $r=0.77, p<0.05$ ). There is a relationship between leaders' behaviours in workplace conflict and organizational performance. The null hypotheses is rejected and the alternate hypotheses is accepted, that is, there is a significant relationship between the impact of leaders' behaviors in workplace conflict and organizational performance. The better the behaviour of leaders in workplace conflict situations the better the employees' performance in organizations, and this in turn has positive impact on organizational performance. Pearson coefficient of 59.44% reveals how much impact leaders' behaviour in workplace has on organisational performance.

### **Hypothesis Three:**

**Table 18: There is no significant relationship between the effects of leaders' roles in conflict management and organizational performance**

Chi-Square Test

There is no significant relationship between the effects of leaders' roles in conflict management and organizational performance-

**Cross-Tabulation:**

| Cross-Tabulation                                                                                        |                   |                | Effect of leaders' role in conflict management on organizational performance |          |         |       |                | Total |
|---------------------------------------------------------------------------------------------------------|-------------------|----------------|------------------------------------------------------------------------------|----------|---------|-------|----------------|-------|
|                                                                                                         |                   |                | strongly disagreed                                                           | Disagree | Neutral | agree | strongly agree |       |
| Effective leadership in workplace conflict management has positive effect on organizational performance | strongly disagree | Count          | 0                                                                            | 0        | 0       | 4     | 0              | 4     |
|                                                                                                         |                   | Expected Count | .1                                                                           | .4       | .5      | 1.9   | 1.1            | 4.0   |
|                                                                                                         | Disagree          | Count          | 0                                                                            | 0        | 0       | 8     | 5              | 13    |
|                                                                                                         |                   | Expected Count | .4                                                                           | 1.3      | 1.6     | 6.1   | 3.6            | 53.0  |
|                                                                                                         | Neutral           | Count          | 0                                                                            | 4        | 0       | 4     | 14             | 22    |
|                                                                                                         |                   | Expected Count | .7                                                                           | 2.2      | 2.8     | 10.3  | 6.1            | 22.0  |
|                                                                                                         | Agree             | Count          | 0                                                                            | 7        | 2       | 16    | 8              | 33    |
|                                                                                                         |                   | Expected Count | 1.1                                                                          | 3.3      | 4.1     | 15.4  | 9.1            | 73.0  |
|                                                                                                         | strongly agree    | Count          | 4                                                                            | 1        | 13      | 24    | 6              | 48    |
|                                                                                                         |                   | Expected Count | 1.6                                                                          | 4.8      | 6.0     | 22.4  | 13.2           | 48.0  |
|                                                                                                         | Total             | Count          | 4                                                                            | 12       | 15      | 56    | 33             | 120   |
|                                                                                                         |                   | Expected Count | 4.0                                                                          | 12.0     | 15.0    | 56.0  | 33.0           | 120.0 |

Source: Fieldwork 2022

| Chi-Square Tests             | Value               | Df | Asymp. Sig. (2-sided) |
|------------------------------|---------------------|----|-----------------------|
| Pearson Chi-Square           | 56.643 <sup>a</sup> | 16 | .000                  |
| Likelihood Ratio             | 59.596              | 16 | .000                  |
| Linear-by-Linear Association | 8.836               | 1  | .003                  |
| N of Valid Cases             | 315                 |    |                       |

Source: Fieldwork 2022

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .13.

The table above shows that  $X^{2cal}$  (56.643) is greater than  $X^{2tab}$  (35.47) at 5% level of significance ( $X^{2tab} = 35.47$ ,  $v = 16$ ,  $\alpha = 0.05$ ). Therefore, the null hypothesis is rejected, while the alternate hypothesis is accepted. That is, there is significant relationship between the effects of leaders' roles in conflict management and organizational performance.

### Conclusion

The study shows a triangular relationship linking leaders' behaviors, workplace conflict, and organizational performance. Structural relationship is triangular with leaders' behavior at the top while workplace conflict and organizational performance are at the base of the triangle. This triangular structure explains that leaders' behaviour can have direct effect on workplace conflict and on organizational performance respectively, and also in chain-like format where the result of its effect in workplace conflict in turn affects organizational performance. The study reiterates the point that leaders' behaviors in workplace conflict context have effect on organizational performance, as such, leaders should be mindful of the way they behave. It added that leaders' behaviours and their workplace conflict management style, have strong effect on organizational performance and output. Hence, recommends conflict management, resolution and transformation trainings for leaders in all levels of leadership, including general training in leadership skills in government approved institutions, and that certification following such trainings should serve as one of the prerequisite for appointing or qualification for standing for election into leadership positions.



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