

How to Cite:

Gayathri, R., & Preetha, S. (2022). Influence of transformational leadership in decreasing task conflicts through prevention oriented proactive behaviour. *International Journal of Health Sciences*, 6(S10), 370–380. Retrieved from <https://sciencescholar.us/journal/index.php/ijhs/article/view/13483>

Influence of transformational leadership in decreasing task conflicts through prevention oriented proactive behaviour

Ms. R. Gayathri

Research Scholar, School of Management Studies, VISTAS

Dr. S. Preetha*

Professor, School of Management Studies, VISTAS

*Corresponding author

Abstract--Transformational leadership is widely thought to cause change in individuals, systems, and processes, ultimately leading to innovation and change. This paper discusses transformational leadership's behavioural pattern toward task conflict resolution by followers. The study aims to find the relationship between transformational leadership and prevention oriented proactive behaviour to decrease the task conflicts of employees. This article attempts to provide logical and overall understanding of how transformational leadership builds the proactive behaviour of employees in particular the prevention-oriented initiative among various situational constraints. And this paper tries to prove the prevention-oriented initiative to decrease the task conflicts. To test hypothesis data were collected from 170 respondents working in various companies through disproportionate quota sampling. The results of the survey supported the proposed hypothesis that organizational leaders can use to build positive employee behavior within the organization. This study also adds value by supporting the relationship between transformational leadership and active employee behaviour using self-conceptual leadership theory and social exchange theory.

Keywords--transformational leadership, proactive work, behaviour, prevention-oriented initiative, task conflicts.

Introduction

Transformational leadership is the style of leadership in which the leader develops an emotional connection with his or her followers rather than just an exchange

relationship, resulting in the highest levels of trust, identity, and commitment (Avolio, 2000). Transformational leadership is the great tool for moving followers more than their expectations (Barling et al., 2002). Transformational leaders foster an environment that values individual diversity and have the ability to boost followers' personal commitment to company goals (Bass and Avolio, 1994). Transformational leaders thought to be role models since they are capable of displaying a overall spectrum of leadership behaviours (Kelly, 1998). They operate in ways that motivate their followers, conveying expectations clearly and demonstrating dedication to the organisations. In their study, Lee et al. (2018) discovered that team focused transformational leadership moderates through the association between team creativity and task conflict, with the beneficial effect of task conflict on team creativity being larger when transformational leadership behaviour influenced high. Specific proactive behaviours initiated to decrease the conflicts in task. Although many factors contributed to the changing job pattern it is identified that introduction of innovations and new technologies identified as most important criteria in Today's world. (Thatcher &Zhu,2006).

Objectives

- To understand transformational leadership influences proactive behaviour of an employees.
- To determine the role of prevention oriented proactive behaviour decreasing the task conflicts.
- To examine the antecedents that decrease task conflicts.
- To understand the association between proactive behaviour of employees and reduction of task conflicts.
- To identify the effects on transformational leadership in decreasing task conflicts.
- To examine the impact years of experience of employees in decreasing task conflicts.

Hypothesis

- Ho: There is no association between transformational leadership and proactive behaviour of employees.
- Ho: There is no significant difference between the years of experience and Task conflicts.
- Ho: There exists no association between transformational leadership, proactive behaviour of employees and task conflicts.
- Ho: There does not exist a significant difference between transformational leadership and task conflicts.
- Ho: There exists no significant influence of transformational leadership and task conflicts.
- Ho: There exists no association between proactive behaviour of employees and task conflicts.
- Ho: There is no association between the years of experience of employees and task conflicts.

Transformational Leadership

Transformational leaders affect the entire organisation by influencing their followers' moral, behavioural, and attitude changes (Pearce et al., 2003). The capability of leaders to drive their followers to achieve much higher than what they achieve in previous that originally intended is the central idea of transformational leadership (Krishnan, et al., 2005). Antje Schmitt (2016) proved that personal initiative and voice which is the factors of proactivity influenced by the Transformational leadership positively adopted the work engagement in the organisations. The necessary precondition of job strain for work engagement is to convert into higher proactivity, in contrast the association between the work engagement and primary part of job performance was self sufficient from job strain. Anne Spsychala (2011) determines individual proactive behaviour includes the promotion oriented initiative and prevention oriented initiative those work environment meant to be as the situational constraints in those prevention oriented initiative prophesying a decreased in the task conflicts and promotion oriented initiative foreseen an increased in the task conflicts.

Proactive Work Behavior

Proactive behaviour is described as self-initiated, future-orientated, and change-orientated behaviour (Schmitt, Hartog & Belschak, 2016; Wu & Parker, 2017). Crant (2000) defines it as taking the initiative to enhance contemporary conditions or create new ones, tough the reputation quo as opposed to passively adapting to ongoing conditions. Personal initiatives is an proactive attitude in which people undertake things for the betterment of others before being told to do so by others (Warner, Fay & Sporer, 2017). Adam M. Grant (2008) describes in this chapter and describes latest recent trends for integrative theory about the unique dynamics of proactivity, and results with recent outcomes shows that positiveness is becoming more important in organizational life in his article "The dynamics of proactivity at work".

Sharon K. Parker (2010) in his article they suggest that then identify "energized to", "can do," and "reason to," are motivational factors which render the proactive achievement and striving for goals sustainability. Employee positive behaviour and career orientation are the interaction of recognized favours of career development opportunities, recognized fairness of the processes used to make their decisions, and employee organizational commitments, according to Jonathan R. Crawshaw's results from his study related to organisational justice theory.

Prevention-Oriented Initiative

The concept of Prevention -oriented Initiative refers to a behaviour intended to prevent reoccurrence of obstacle and stressful situations at work. The intention is to prevent the outcomes that are not desired at work (Higgins, 1997). This type is initiative occurs, for instance, if maximum employees has difficulty with a software program which is previously being used in the department, and among one employee proactively arranged a workshop to share his or her experience with the program then they engaged in prevention-oriented initiative. As a result, this

proactive behaviour is entirely not self-initiated, but a reaction of the workplace pressures. As a result, prevention-oriented behaviour can be viewed as a kind of proactive coping (Taylor & Aspinwall, 1997) or innovative coping (Bunce 1994), and is strongly tied to Parker and Collins' idea of problems prevention (2010).

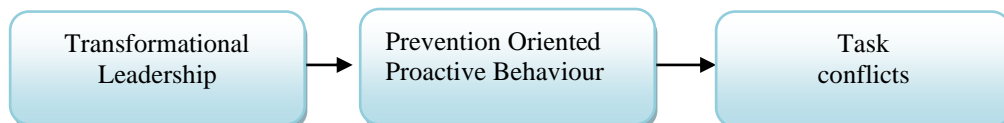
While prevention-oriented initiatives overlap with coping, they also involve proactive problem-solving features that go beyond solving an acute situation. Overall, the several types of proactive work behaviour has very different motivational and environmental backgrounds, and related to potential result variables in different ways. The task conflicts with supervisors and colleagues are related to decreased with Prevention Oriented Initiative. Furthermore, the relationships between variables that accurately associated with proactive behaviour (job involvement, Situational Constraints, job control, active coping, and time pressure), and variables which are significantly associated with proactive behaviour on other hand (active coping, job control, situational constraints, time pressure, and job involvement) (Fay & Frese, et al., 2001).

Task Conflicts

Basically, the Research conducted regarding the conflicts are classified in two various forms known as task conflicts and relationship conflicts. The matters regarding conflicts about distribution of available resources, strategies, policies and procedures are considered in task conflicts. And the matters regarding the personal taste, values, political preferences are considered in relationship conflicts (Dreu & Weingart, 2003). One of the significant constructs of transformational leadership is intellectual stimulation. It deals about the leader's way of expose their values and belief that stimulate and look after task conflict, that resulted in innovation can achieved to a greater group performance and decision-making abilities (Bass and Avolio, 1994).

Conflicts about procedure, policies, and distribution of resources, influences other team member work, work environment and employee's behaviour. There has been considerable debate as to whether conflicts are harmful or beneficial to work-related outcomes (De Dreu, et al., 2006). Task conflicts are discrepancies in the content and results of the tasks that the parties to the task are working on. For example, conflicts over resources and interpretation of facts. People with a proactive initiative are more likely to take the initiative (Fuller & Marler, 2009) and have task-related ideas that are a prerequisite for innovative behavior. Aggressive people are talkative and outgoing and share many ideas for improvement, so they may also encounter resistance from others (such as task competition) about their opinions and ideas.

Conceptual Framework



Task conflicts (e.g., disagreements over processes, regulations, and resource allocation) and relationship conflicts are frequently distinguished in research on workplace conflicts (e.g., Conflicts may such as cultural background, religion, or character incompatibility, personal taste, political preferences, and values). These factors are represented by the concept of situational restrictions. As a result, they investigate situational restrictions on primary antecedents of workplace task conflict. Team members' actions and possible conflicts may be influenced by them. Proactive behaviour refers to a type of work behaviour that goes more than simply completing duties, such as accomplishing things ahead of time or taking on extra responsibilities (Parker & Collins, 2010). As a result, they include proactive behaviour is a primary antecedents of task conflict in our research.

Proactive behaviour and task conflicts

Midway through a team work, higher levels are acceptable for team performance, but levels which is lower near the finish are required for higher performance. Furthermore, Peterson, et al., (2003) demonstrated which prior to the performance predicts conflict changes over time. In keeping with this study, they used a longitudinal design to look at the antecedents either decrease or increase in conflicts. The proactive behaviour has conceptualised and quantified in a number of ways, a coarse-grained meaning of proactive behaviour is required to capture the core of the many approaches. Task conflicts includes task revision are one of the proactive behaviours since it includes the meaning of an active approach to enhancing one's job position as well as environment. Setting precise goals reduces task revision, while the prominence of various solutions and supervise the position with responsibility requirements encourage it, according to two experimental studies (Staw & Boettger, 1990). Such conduct is compatible with Van Maanen and Schein's (1979) notion of "role innovation," in which job bearers reject and redefine basic beliefs regarding their current role's classification, as well as Katz and Kahn's (Katz & Kahn, 1966) descriptions of instant and creative behaviour.

Research Methodology

This study follows a descriptive study design. In this document, SPSS 28 was used to perform analyzes such as Karl Pearson correlation, one-way ANOVA, and chi-square test. The sampling procedure used is a convenient sampling technique. Data collection uses a two-part questionnaire, the first part contains questions about age, gender, marriage status, years of experience, and the second part is transformative leadership, employee and personality. Includes questions about proactive action, the size of the initiative and the task. Conflict. Treat each subordinate as an individual with different needs, abilities, and aspirations. We will talk about the importance of mutual trust between members. When a problem occurs in the workplace, I try to solve it so that it never happens again. Act according to the ideals and values he / she supports. I take action myself, rather than waiting for others to solve the problem. Nothing is more exciting than seeing my ideas come true. I have encountered obstacles to my ideas and enjoy overcoming them. How much conflict does your work unit have with your work? How often do conflicts arise over ideas in your workplace?

We received responses from 170 professionals and the response rate is good. Response were collected directly from industry employees by distributing surveys, collected via Google Forms links. Cronbach's alpha test was performed to check the reliability of the equipment used to collect the data. This test proves that the questionnaire is reliable because Cronbach's alpha is 0.813 and Cronbach's alpha is greater than 0.6.

Data Analysis and Interpretation

Cronbach's Alpha Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.813	.828	32

Interpretation

Cronbach's Alpha value is $\alpha = .813$. It is good, the questions are reliable and items are within the constant.

Demographic Data

Sample characteristics	Category	Frequency	Percentage
Gender	Male	52	30.6
	Female	118	69.4
Age	21yrs to 30yrs	34	20.0
	31yrs to 40yrs	55	32.4
	41yrs to 50yrs	58	34.1
	Above 50 yrs	23	13.5
Marital Status	Married	121	71.2
	Unmarried	49	28.8
Experience	Below 5 yrs	116	68.2
	5yrs to 10 yrs	43	25.3
	10yrs to 15yrs	8	4.7
	Above 15yrs	3	1.8

The Descriptive analysis of demographic data indicates that 69% of respondents are female and 30% of male employees. Our sample group distributed equally between 21 yrs to 50 yrs and only 13% of employees belongs to above 50 yrs of age group. 71% of employees are married and 28.9% of employees are single. Our major sample respondents are below 5 yrs of experience that is 68.2% and 25.3% of respondents having 5 yrs to 10 yrs of experience.

Ho: There is no association between transformational leadership and proactive behaviour of employees. – correlations

Correlations		Transformational Leadership	Proactive Behaviour
Transformational Leadership	Pearson Correlation	1	.330**
	Sig. (2-tailed)		.000
	N	170	170
Proactive Behaviour	Pearson Correlation	.330**	1
	Sig. (2-tailed)	.000	
	N	170	170

** . Correlation is significant at the 0.01 level (2-tailed).

From Pearson's correlation table – Transformational Leadership and Proactive behaviour of employees are associated at 0.01 level. Hence the hypothesis is rejected. There is a positive association between the variables of Transformational Leadership and proactive behaviour of employees.

Ho: There is no significant difference between years of experience and Task conflicts.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.275	6	.213	.471	.829
Within Groups	73.525	163	.451		
Total	74.800	169			

The value of $p > 0.05$, hence there is no statistically significant difference in the Years of experience of employees and task conflicts. Hence the Hypothesis accepted.

Ho: There exists no association between transformational leadership, proactive behaviour of employees and task conflicts.

Correlations		Transformational Leadership	Proactive Behaviour	Task Conflicts
Transformational Leadership	Pearson Correlation	1	.330**	.465**
	Sig. (2-tailed)		.000	.000
	N	170	170	170
Proactive Behaviour	Pearson Correlation	.330**	1	.025

	Sig. (2-tailed)	.000		.749
	N	170	170	170
Task Conflicts	Pearson Correlation	.465**	.025	1
	Sig. (2-tailed)	.000	.749	
	N	170	170	170

From Pearson's correlation table – Transformational Leadership, Proactive behaviour of employees and task conflicts are associated at 0.01 level. There is a strong positive association between the variables of Transformational Leadership and proactive behaviour of employees. Hence the hypothesis is rejected.

Ho: There does not exist a significant difference between transformational leadership and task conflicts.

Correlations		Transformational Leadership	Task Conflicts
Transformational Leadership	Pearson Correlation	1	.465**
	Sig. (2-tailed)		.000
	N	170	170
Task Conflicts	Pearson Correlation	.465**	1
	Sig. (2-tailed)	.000	
	N	170	170

** . Correlation is significant at the 0.01 level (2-tailed).

The estimated correlation is 0.465 in case of transformational leadership and significant difference between the task conflicts. The estimated level of significance is below 0.01 level; hence the hypothesis is rejected. From the above results it proved there exists a significant relationship between the transformational leadership and Task Conflicts.

Ho: There exists no significant influence of transformational leadership and task conflicts.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.546 ^a	.298	.294	1.34893	.298	71.275	1	168	.000

a. Predictors: (Constant), TRANSFORMATIONAL LEADERSHIP

The values of (R) AND (R SQUARE) are statistically significant which indicates Transformational leadership has a significant impact on the decreasing task conflicts, which indicates rejected of the hypothesis. In the simple regression it can be seen that transformational leadership is a significant and positive predictor of task conflicts.

Ho: There exists no association between proactive behaviour of employees and task conflicts– Pearson correlation

Correlations		Proactive Behaviour	Task Conflicts
Proactive Behaviour	Pearson Correlation	1	.025
	Sig. (2-tailed)		.749
	N	170	170
Task Conflicts	Pearson Correlation	.025	1
	Sig. (2-tailed)	.749	
	N	170	170

There is a positive correlation between the proactive behaviour and task conflicts variables. The hypothesis is rejected. Hence there exists an association between the proactive behaviour of employees and Task conflicts.

Ho: There is no association between years of experience of employees and task conflicts.

TASK CONFLICTS

ANOVA	Sum Squares	df	Mean Square	F	Sig.
Between Groups	1.521	3	.507	.306	.821
Within Groups	274.603	166	1.654		
Total	276.124	169			

The significance value of $p > 0.05$, which infers those years of experience of employees has no significant influence towards their task conflicts in the organisation.

Chi-Square Tests	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.770 ^a	21	.982
Likelihood Ratio	12.143	21	.936
Linear-by-Linear Association	.275	1	.600
N of Valid Cases	170		

From the above table it indicates the Pearson chi square value is 9.770. The value is no significant as the p value (0.982) and it is greater than 0.05. Hence the hypothesis accepted and it states that there is no association between the years of experience and Task conflicts.

Discussions

From the above empirical analysis, it is was found that the employee's behaviour in situational constraints while decreasing the task conflicts and enabling their prevention oriented proactive behaviour with the support of transformational leadership qualities of their superiors. And from the above we proved that there is

no relationship between the years of experience of the employees and decreasing task conflicts. The influence of transformational leadership is positive towards the employees in enhancing the prevention oriented proactive behaviour of employees. Transformational leaders see the potential in each and every one of their followers. There is a positive association between the variables of Transformational Leadership and proactive behaviour of employees. From the above results it also proved there exists a significant relationship between the transformational leadership and Task Conflicts.

They strive to develop their followers' individual strengths and abilities so that they can reach their full potential. Any individual or organization, regardless of stature and size, has the capacity to exhibit *transformational leadership*. The study also found that a greater number of transformative leader behaviour patterns are linked to collaborating, competing, and accommodating styles. It is consistent with transformational leadership theory, which clarifies and drives transformational leader characteristics such as innovative approach, clear communication, vision creation, attention to needs, and growth of followers (Avolio, 1993).

Conclusion

This study addressed the impact of transformational leadership behaviour on conflict resolution. The idea that transformative leadership styles can better control conflict is central idea and results to our findings. This type of research is especially needed in this area. Lack of information on the role and style of leadership in shaping the process by which competition for individual tasks influences creativity and innovation was pointed out. The study resulted with there is no relationship of years of experience of the respondents and managing task conflicts in the organisation. These results suggest that transformational leadership can help team members manage conflicts for mutual benefit. This is an important mechanism for transformational leadership to improve team coordination and improve team performance. Transformational leadership has proven to stimulate employee behaviour and reduce task competition with employee initiatives.

References

- Armenakis, A. A., & Bedeian, A. G. (1999). Organizational change: A review of theory and research in the 1990's. *Journal of Management*, 25, 293–315.
- Bindl, U. K., & Parker, S. K. (in press). Proactive work behavior: Forward-thinking and changeoriented action in organizations. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology*. Washington, DC: American Psychological Association.
- De Dreu, C. K. W., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis.
- Eun Kyung Lee, Ariel C. Avgar, Won-Woo Park, Daejeong Choi, (2018) "The dual effects of task conflict on team creativity: Focusing on the role of team-focused transformational leadership", *International Journal of Conflict Management*.
- Fay, D., & Frese, M. (2001). The concept of personal initiative: An overview of validity studies. *Human performance*, 14(1), 97-124.

- Jex, S. (1998). *Stress and job performance: Theory, research, and implications for managerial practice*. Thousand Oaks, CA: Sage.
- Kuo, Ye, Chen, M. & Chen, L. H. (2017). Psychological Flexibility at Work and Employees' Proactive Work Behaviour: Cross-Level Moderating Role of Leader Need for Structure. *Applied Psychology*, 67(3), 454–472. doi:10.1111/apps.12111
- Lee, E. Avgar, Park, & Choi, D. (2018). The dual effects of task conflict on team creativity. *International Journal of Conflict Management*. doi:10.1108/ijcma-02-2018-0025
- Raabe, B., Frese, M., & Beehr, T. A. (2007). Action regulation theory and career self-management. *Journal of Vocational Behavior*, 70, 297–311
- Saifulina, N., & Carballo-Penela, A. (2016). Promoting Sustainable Development at an Organizational Level: An Analysis of the Drivers of Workplace Environmentally Friendly Behaviour of Employees. *Sustainable Development*, 25(4), 299–310. doi:10.1002/sd.1654
- Schmitt, A., Den Hartog, D. N., & Belschak, F. D. (2016). Transformational leadership and proactive work behaviour: A moderated mediation model including work engagement and job strain. *Journal of occupational and organizational psychology*, 89(3), 588-610.
- Simons, Tony L., Peterson, Randall S. (2000) Task conflict and relationship conflict in top management teams: The pivotal role of intragroup trust.
- Spychala, A., & Sonnentag, S. (2011). The dark and the bright sides of proactive work behaviour and situational constraints: Longitudinal relationships with task conflicts. *European journal of work and organizational psychology*, 20(5), 654-680.
- Zuckerman, M. (1979). Attribution of success and failure revisited, or: The motivational bias is alive and well in attribution theory. *Journal of Personality*, 47, 245–287