Cross culture issues are being a contentious issue when it comes to an organizational perspective. Especially if we take work force, issues are massive to ponder. The cross culture issues are being discussed in different per view within the work force itself. Employees when they are functioning in organization are always having chances of divulging themselves to sudden changes of different nature. They have chance to work with superiors altogether from different parts of the country or even from different nations directly or through virtual team. What kind of change that an employee feels within himself, and what kind of performance he is able to exhibit with the help of his superior, what impact these changes causes in organizational profit are some of the issues that are being noticeably discussed in recent days. It is also imperative to investigate the quality and ability of leader in managing employees especially in the conflict situation in a cross cultural scenario, be it an individual conflict or conflict within the group. There are researchers who are concentrating on transformational and transactional leadership qualities and their ways of approaching the employees. Even the study has gone to the level of cross cultural outlook. Forming it as a base this paper tries to explore the possibilities of transactional and transformational behavior among the leaders in handling conflict situation in a cross cultural scenario.

**Keywords**: Cross Culture, Conflict management, Transformational and Transactional leadership.

1. **INTRODUCTION**

Conflict is part and parcel of organizational life. But whether this conflict is going to be functional conflict or dysfunctional conflict decides the performance level of an organization. Unlike Dysfunctional conflict, functional conflict gives some advantage to an organization through innovative ideas and by improved quality of decision. Workplace conflict is considered as level of difference among one or more interdependent parties. There are different types of workplace conflicts like conflict between Individuals, between individuals and the organization, between the group of employees, between groups and organization and third party conflict (Kirk Blackard, James W. Gibson 2003). Reasons for these conflicts are many, like the personal expectations of subordinate from superior or from management itself, or it may be due to the idea clash between the employees of different cadre. So it can be broadly classified in to two, one is from organizational perspective and another from individual point of view. Conflict can be considered as a situation where interdependent parties expressing their incompatible ideas in order to achieve individual needs (Donohue and Kolt, 1992). Sources of organizational conflict include Competition, Flattened Organization, and Diversity in work place. The conflict arises because of individuals as and when employees prefer to act individually (Hofstede 1993) rather than as member of a group, when the personal goals are not compatible with organizational goal and their cultural background is not compatible with the organization (John R. Darling and Christine E. Fogliasso 1999). Culture is having its own importance in playing a major role in identifying the conflict as well as in conflict resolution. Perception of conflict varies among culture. As this perception has relationship with tolerance, mode of reaction for a conflict also varies from culture to culture. Based upon this assumption classification has been done among nations mainly on the five major conflict management strategies viz Avoidance, Competition, Collaboration, Compromise and accommodating. Informal conflict resolution has also been discussed by keeping emotions as a conflict resolution tool (Kolb and Bartunek, 1992.) How this type of conflict
management styles is being demonstrated by the managers as leaders in an organization is going to be the major focus of this paper especially with special reference to transformational and transactional leadership.

2. REVIEW OF LITERATURE

It is always the influence level of organization and national culture decides the impact of member’s individual value. By knowing the above cultural influence, it is easy to envisage the individual behavior and group behavior inside the organization. At the same time these are the factors which determine the strategies of an organization (Richard Mead 2005). For the question whether there is any difference between organizational culture and national culture, we can find the difference from Hofstede’s explanation where he categorize the national culture into four dimensions viz Power distance, Masculinity, Individualism, Uncertainty avoidance. For organizational culture he classifies Process Vs Result oriented, Employee Vs job Oriented, Parochial Vs professional oriented, Open Vs closed system, Loose Vs tight control, Normative Vs Pragmatic (Mehdi Majidi 2007). Especially when the employees from different cultural back grounds happen to encounter with a problem at work place, how they perceive and react to that is purely based on their cultural background. How the organization is going to solve it, is purely based on the conflict management styles of the managers out of their leadership quality which in turn influenced by the culture. But this conflict management style utilized by the organization for a conflict situation will remain the same for all types of conflict under the particular cultural background is a debatable one. If we study individual traits, it gives a clear cut picture to which extent cultural background has significant effect on conflict management on different scenarios. In this context even gender plays an important role. It is said that women are more accommodative (Smith et al., 2000) and men are always tend to be more confronting (Rosenthal and Hautaluoma, 1988). This shows that there is considerable difference in the leadership qualities between the genders irrespective of the culture too, which are considered as an imperative factor in conflict management. Transformational and transactional leadership qualities are determined by the culture as per the study by Jung et al (1995) where it is observed that transformational leadership is more effective in collectivist cultures when compared to individualistic culture. It is argued that Leadership styles are getting influenced not only by the culture but also by the organizational and professional cultures (Alexander Ardichvili and K. Peter Kuchinke 2002). Now young managers are facing challenges from different perspective where we are witnessing stateless corporation and higher interdependencies between the nations. It has been argued that world is moving towards western culture that is going to be the global management culture (Barnet and Cavanaugh, 1994). This means the managers are following the qualities of western managers in handling their day to day routines. In order to know the real picture it is mandatory to analyze the manangers’ individual traits especially leadership qualities along with the cultural aspect as the perception and the way of reacting to the other individual behaviors are purely based on their national culture (Kamel Mellahi 2001). It is evident in today’s organization that to develop the process where in the behaviors and process should be standardized to face and resolve the conflicts has become mandatory (Nadler & Tushman 1999). Leadership behavior is considered to be the one of major factors which influences the desired outcome from individual or group of an organization (Yukl and Van Fleet, 1992) which in turn is helpful in resolving a conflict. Since the type of leadership plays an important role in a globalization process where multiculturalism (K. Peter Kuchinke 1999) is existing it became necessary to concentrate on further research on the type of leadership style in resolving the conflicts in cross cultural scenario as we take transformational leaders, they used to always work apart from the constraints what transactional leaders normally don’t do (Bass 1985)

3. TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP QUALITIES IN CONFLICT SITUATION-CROSS CULTURAL PERSPECTIVE

Transactional leaders have the behavior of sharing the information and resources i.e providing both tangible and intangible support to their followers for their performance and efforts (Contingent reward). Assumption of the transactional leadership is that people are motivated by rewards and punishment with the support of well defined norms whereby subordinate has to do what their managers has asked them to do. And always this type of leaders used to impose quantitative goals unlike transformational leaders who concentrate on qualitative goals. Since transactional leaders are having exchange behavior, employees will perform only to the extent what they are expecting for. But this is not in the case of transformational leadership style, where leaders give more importance to individual higher level needs and also expects higher level of performance and also supports the cooperation among group members to accomplish the goal (Glenn Baseman 2008) as they always used to be participative
and directive (Bernard M. Bass 1999). If we take the organization with multi culture environment we can come to a tentative conclusion that transformational leaders are seems to be more productive and achievers when compare to transactional leaders. The reason behind this is, this transformational leaders used to participate in acculturation process easily than transactional leaders.

As the main purpose of this study revolves around the conflict management in cross cultural environment with special reference to these both transformational and transactional leaders, it has to evaluate the cultural competency of this both leadership styles, In the diagram it has been illustrated that transactional leaders are seems to adopt competitive and accommodate style of Conflict management as the above review of literature clearly tells that this type of leaders unlike transformational leaders there focus is more on short term and norms based. Whereas since transformational leaders used to rely more on values and concentrate on shared vision, it shows that they are tend to use the rest three CMS viz compromise, accommodation and collaboration. There are studies which supports that organization should have both transformational leaders and transactional leaders. During conflict situation that too in cross cultural environment which leadership style is going to be more productive and advisable is the major concern of this study. Normally, what type of conflict, perception of those conflicts is the major factor which decides the conflict management style. Transformational leaders always used to encourage people to transcend their personal role needs and to develop sense of community (Sauers et al., 2005) to the greater extent. It shows that transactional leaders may fail to show this kind of attitude when they are dealing with conflict situation as they are more concentrating on performance and rewards. But at the same time we should not forget that researchers have argued that transformational leadership is an expansion of transactional leadership style irrespective of their major component.

When it comes to cross cultural environment which style has to be utilized becomes a critical issue especially when it comes to conflict situation. This paper suggests that there are possibilities for the leaders to change their type of leadership style from transformational to transactional or vice versa in a cross cultural environment in conflict situation. It implies that instead of having two leadership style as separate entity, having leaders of both the leadership qualities in cross cultural conflict situation will be more effective in handling conflict as the conflict management style is situational based in today’s organizational world of uncertainty. Transformational leadership behavior always shares and creates the knowledge unlike transactional behavior which tries to exploit the knowledge. In case if there is unresolved conflict exists for a long time which reaches its turnaround time, it is not the self esteem or individual decision but the policies and procedures of the organization which is going to take upper hand in resolving the conflict which means transactional leadership quality may have to be displayed irrespective of the basic nature of the leader who may possess transformational leadership quality. There are certain conflict situation where emergency decision may not be required, at this time of situation transformational leadership qualities can be demonstrated like what we normally used to call collective bargaining and negotiation where needs of an individual can be compromised and also give some considerable importance to those needs instead of avoiding competing altogether. Figure 1 represents the combination of both the qualities in cross cultural environment through the bar (I) where it insists the above said discussion of the possibilities of integrating the transformational and transactional qualities in a cross cultural environment to arrive a better solution for a conflict situation by a leader.

4. CONCLUSION
Most of the researches have concentrated on the kind of conflict management styles being practiced by different nations. It is mandatory to understand the perception of the conflict in order to come to a
conclusion that which style of leadership is suitable to convert a conflict into a functional conflict. And also it’s equally important that individual perception towards conflict management has to be analyzed by having culture as background especially from leadership perspective. Thus this paper gives us scope to do empirical study in order to prove that cross cultural environment provides an opportunity for the leaders to utilize both transformational and transactional leadership qualities during the time of conflict situation. This study evaluates particular behavior because of the perception that is being demonstrated by the leader for conflict situation in a cross cultural scenario. Also it suggests that the study on both leadership behaviors during the time of emergency conflict situation and normal conflict situation has to be conducted as CMS of Collaboration, compromise and accommodation is less likely to be utilized than avoidance and competition during that time of emergency situation.

References


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