



Fostering Peaceful Coexistence: Transformational Leadership and Inter-Group Conflict Management among Youths in Nigeria.

George, Kayode

kkgeorge@gmail.com

Caleb University, Imota, Ikorodu, Lagos.

and

Sarumi Fausat Remilekun

sarumi.remilekun@lcu.edu.ng

Lead City University, Ibadan, Oyo State, Nigeria

Paper selected from 2nd Covenant University Conference on Leadership and Development (CUCLeD), June 11-13, 2025

Abstract: Youth involvement in violent inter-ethnic and inter-religious conflicts has become a pervasive challenge in Nigeria, thereby threatening national security and social cohesion, especially between members of neighboring communities and opposing religious groups. This study investigates the role of transformational leadership in managing intergroup conflicts among the youths in selected communities in Nigeria. Theories on leadership, fundamentalism, and conflict resolution were adopted for the study because of their relevance. Data was collected through a mixed-method approach that combined a survey and focus group discussion with 300 youths, comprising male/female and Christian/Muslim groups, from various ethnic and religious backgrounds. The study found that transformational leadership style, characterised by idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration, can significantly reduce intergroup conflict and improve relationships among the youths. The findings also highlighted the importance of cultivating a transformational leadership style that can inspire and empower youths to manage conflicts successfully and coexist peacefully, despite their ethnic or religious differences. Recommendations include mentoring, training, transparent and open engagement with the youth by community and religious leaders, as well as good governance, justice and development by the government at all levels. This study contributes to existing literature on conflict management, youth engagement, and transformational leadership by providing practical information for students, researchers, policy makers, and conflict resolution practitioners.

Keywords: Conflict Management, Inter Group Conflict, Leadership, Peacebuilding., Transformational Leadership, Youth Engagement.

URL: <http://journals.covenantuniversity.edu.ng/index.php/cujpia>

Introduction

Nigeria, a diverse nation with over 250 ethnic groups and more than 500 languages, has faced numerous challenges related to intergroup conflicts. These conflicts often stem from historical grievances, competition for resources, and identity-based differences. Youths, being a significant portion of the population, play a crucial role in either perpetuating or mitigating these conflicts. Transformational leadership has been identified as a key factor in promoting peaceful coexistence among diverse groups. This leadership style emphasizes inspiring and empowering followers, fostering a sense of shared identity, and promoting collective interests. In the context of intergroup conflict management, transformational leaders can bridge divides and build trust among different groups. Inter-group conflicts in Nigeria are often fueled by factors such as resource competition, political tensions, and historical grievances.

Youths, who are often at the forefront of these conflicts, require effective leadership and conflict management strategies to promote peaceful coexistence. Empowering youths with the

skills and knowledge necessary for conflict resolution and peacebuilding is essential for promoting peaceful coexistence in Nigeria. By equipping youths with transformational leadership skills, they can become agents of positive change in their communities. Transformational leaders can play a critical role in promoting peacebuilding efforts among youths in Nigeria. By inspiring and empowering young people, these leaders can help build trust, foster dialogue, and promote collective action towards peace.

Effective conflict management requires building bridges across ethnic, religious, and cultural divides. Transformational leaders can facilitate this process by promoting inter-group dialogue, fostering empathy, and encouraging cooperation. Based on the following, fostering peaceful coexistence among youths in Nigeria requires a multifaceted approach that incorporates transformational leadership, conflict management, and youth empowerment. By investing in the development of young leaders and promoting inter-group dialogue, Nigeria can take significant strides towards building a more peaceful and harmonious

URL: <http://journals.covenantuniversity.edu.ng/index.php/cujpia>

society. The scope of the study focuses on peaceful coexistence, transformational leadership, and inter-group conflict management among youths in Nigeria, while the timeframe is from 2020-2025.

Significance of the Study

This study is significant because it explores the role of transformational leadership in promoting peaceful coexistence and managing inter-group conflicts among youths in Nigeria. The study's findings can inform the development of policies and programs aimed at promoting peace and national unity, and can also contribute to the existing literature on transformational leadership and inter-group conflict management. By examining the impact of transformational leadership on inter-group conflict management, this study can provide insights into how leaders can promote peaceful coexistence and build a more harmonious society.

Objectives of the Study

The objectives of this study are:

1. To examine the role of transformational leadership in promoting peaceful coexistence among youths in

Nigeria.

2. To investigate the impact of transformational leadership on inter-group conflict management among youths in Nigeria.

3. To identify the factors that influence the effectiveness of transformational leadership in promoting peaceful coexistence and managing inter-group conflicts among youths in Nigeria.

4. To explore the potential of youth empowerment programs in promoting peaceful coexistence and conflict management in Nigeria.

5. To provide recommendations for policymakers, leaders, and stakeholders on fostering peaceful coexistence and managing inter-group conflicts among youths in Nigeria through transformational leadership and youth empowerment programs. By achieving these objectives, the study aims to contribute to understanding the role of transformational leadership in promoting peaceful coexistence and managing inter-group conflicts among youths in Nigeria.

Conceptual Reviews

Transformational Leadership in Conflict Resolution:

URL: <http://journals.covenantuniversity.edu.ng/index.php/cujpia>

Transformational leaders play a crucial role in managing conflicts by creating a positive work culture, building trust, and encouraging collaboration (Yu, & Turner, 2024). They inspire and motivate employees to reach their full potential, promoting collective interests and driving innovation and success. Transformational leadership has been a pivotal area of study in organizational behavior, given its significant impact on firm performance and employee motivation (Olabisi, & Alabi 2018). According to recent research, transformational leadership is defined as the ability of an individual to motivate a group towards achieving organizational goals. This leadership model has gained substantial attention over the last 25 years due to its effectiveness in driving organizational success (Deng et al 2022).

Studies have consistently shown that transformational leadership yields considerable benefits, including medium to large effect sizes on individual, team, and organizational outcomes. By focusing on transformational leadership development, organizations can reap substantial rewards, making it a worthwhile investment. According to

Asbari & Novitasari (2024), the effectiveness of transformational leadership can be attributed to its core components, which include idealized influence, intellectual stimulation, and individualized consideration. Research has found that nurses, for instance, frequently exhibit the idealized influence trait, which is crucial in high-stress settings where cooperation and patient care depend on excellent leadership. Recent studies have also explored the relationship between transformational leadership and job resources, such as autonomy. Findings suggest that autonomy, coupled with transformational leadership, can significantly impact employee outcomes, including affective commitment and job satisfaction.

Transformational leadership has been criticized for embedding intended leader effects in the concept itself, potentially making the argument tautological. Nonetheless, research continues to provide evidence for its effectiveness in various contexts. In terms of measurement, the Transformational Leadership Inventory (TLI) is a widely used tool, with a 12-item short version being employed in recent studies to

URL: <http://journals.covenantuniversity.edu.ng/index.php/cujpia>

assess transformational leadership behaviors (Deng & etal 2022). Overall, the literature suggests that transformational leadership is a critical determinant of organizational success, with recent studies providing further insights into its mechanisms and outcomes. By understanding and developing transformational leadership, organizations can unlock substantial benefits and achieve their goals more effectively.

Key Benefits of Transformational Leadership in Conflict Resolution:

- a. **Improved Communication:** Transformational leaders encourage open and honest communication, helping to resolve conflicts effectively. Improved communication is a cornerstone of effective relationships, teamwork, and organizational success. It involves not only the clear exchange of information but also active listening, feedback, and the ability to adapt messages to different audiences. Recent research highlights that organizations with strong communication practices experience higher levels of

employee engagement, productivity, and trust (Men & Yue, 2019). By reducing misunderstandings and enhancing clarity, improved communication contributes to stronger collaboration and more efficient decision-making.

Technology has also played a significant role in transforming communication, particularly in workplaces and educational settings. Digital platforms, video conferencing tools, and instant messaging systems have made communication faster and more accessible across geographic boundaries. However, the effectiveness of these tools depends on how well individuals and organizations integrate them into their practices. Studies suggest that adopting digital communication with clear guidelines improves transparency, inclusivity, and the overall flow of information (Cardon & Marshall, 2015; Gibbs et al., 2021).

Furthermore, improved communication has been linked to conflict prevention and stronger

leadership outcomes. Leaders who communicate with empathy and transparency are more likely to inspire trust, resolve conflicts, and foster innovation within teams (Newman et al., 2020). Effective communication also builds social capital by promoting respect, openness, and shared understanding among stakeholders. In today's interconnected world, investing in improved communication practices is not only a necessity for organizational success but also a critical factor in sustaining long-term relationships.

- b. **Trust Building:** By leading by example and fostering a culture of trust, transformational leaders can reduce conflicts and improve teamwork. Trust building is a crucial component in managing and resolving conflicts, as it fosters openness, cooperation, and mutual respect among parties. When trust is present, individuals are more willing to share their perspectives honestly and engage in collaborative problem-solving. Recent studies emphasize that trust acts as a

mediator between conflict and positive outcomes such as team performance and relationship satisfaction (Dirks & Ferrin, 2020). In conflict situations, rebuilding or strengthening trust is often the first step toward meaningful dialogue and sustainable agreements.

Effective trust building during conflict involves transparency, consistency, and empathy in communication. Leaders and mediators who demonstrate fairness, reliability, and active listening create an environment where conflicting parties feel valued and understood (Fulmer & Gelfand, 2019). Research further highlights that trust grows when individuals show vulnerability, acknowledge mistakes, and commit to shared goals (Lewicki, Tomlinson, & Gillespie, 2020). These practices reduce defensiveness and encourage constructive engagement, transforming adversarial dynamics into cooperative ones.

Moreover, trust building enhances the long-term stability of conflict resolutions by ensuring that

agreements are respected and maintained. Trust reduces the perceived risks of compromise and motivates individuals to invest in relationships even after disagreements. Recent scholarship underscores that in both organizational and community settings, trust is not just a by-product of conflict resolution but a driver of innovation, collaboration, and resilience (Breuer, Hüffmeier, & Hertel, 2016). Thus, cultivating trust is essential for turning conflicts into opportunities for growth and strengthened relationships.

- c. Collaboration and Teamwork: Encouraging collaboration and teamwork helps to find mutually beneficial solutions to conflicts. Conflict within teams is often inevitable, but how it manifests, especially the difference between task conflict (disagreements over work tasks/processes) and relationship conflict (interpersonal friction, emotional tension), has strong implications for collaboration and performance. A recent meta-analysis (2025) shows that all four

conflict types (task, relationship, process, and status conflict) are negatively associated with team performance on average, though task conflict sometimes has mixed effects depending on context.

In settings where shared goals are clear and psychological safety is high, task conflict can even spur creative solutions by prompting teams to re-evaluate assumptions and improve coordination.

Diversity in teams introduces both opportunity and risk: diverse perspectives can lead to richer ideas, but also to more conflict unless managed carefully. For example, in a study of public-sector hospital teams in Pakistan, surface-level diversity (e.g. demographic differences) and deep-level diversity (beliefs, values, skills) were both positively associated with task conflict; however, high intra-team trust moderated this relationship, reducing conflict's negative spillover effects.

Generational diversity combined with shared leadership likewise was shown to boost team innovation, but

only when affective conflict (relationship conflict) was kept low; if emotional tensions rose among diverse members, innovation performance suffered. Teamwork in conflict requires intentional leadership and conflict-management strategies to preserve collaboration. In remote R&D teams, leaders' conflict management styles (e.g., integrating vs dominating) strongly predicted innovation performance; integrating, compromising or collaborative styles helped maintain cohesion and performance under conflict, while dominating or overly avoiding conflict harmed both.

Also, in educational settings, conflict management training sometimes using simulated environments or large language models improved students' confidence in using collaborative and compromise-oriented approaches, which in turn led to more effective collaboration under conflict.

- d. Emotional Intelligence: Transformational leaders with high emotional intelligence can

empathize with team members and manage conflicts more effectively. Transformational leadership (TL) can foster emotional intelligence (EI) in both leaders and followers, which in turn improves conflict resolution and reduces the negative fallout of interpersonal tensions. For example, in a study among head departments in higher education institutions in Afghanistan, it was found that transformational leadership and emotional intelligence are significantly related; leaders with higher EI tend to display transformational behaviours (vision, motivation, individualized support) more strongly (jbm.com.pk).

EI components like self-awareness, self-management, empathy and relationship management were especially predictive. This suggests that transformational leaders don't simply act in ways that resolve conflict; their EI gives them the capacity to anticipate, sense, and address conflicts more proactively. Secondly, in high-pressure or crisis environments, the interaction of TL

and EI becomes even more important. A 2025 study of Belgian healthcare teams during the COVID-19 period demonstrated that transformational leadership was positively associated with team satisfaction only when emotional intelligence was present and practiced.

In other words, transformational leadership without a strong basis of EI may not buffer teams against the stressors that lead to conflict under such conditions. EI enables leaders to communicate clearly, provide emotional support, regulate both their own stress and that of others, which helps reduce escalation and promotes constructive dialogue among team members.

Finally, in efforts to build readiness for change (a situation that often triggers conflict), EI mediates the effect of TL in important ways. In a recent study in Indonesia (2025), organisational culture and transformational leadership both enhanced change readiness among airline employees, but emotional intelligence played a mediating role

particularly in helping employees cope with uncertainty, regulate emotional responses, empathize with colleagues, and maintain motivation.

Thus, EI serves as the psychological mechanism through which transformational leaders reduce destructive conflict (e.g. resistance, hostility, misunderstandings) and help guide teams through conflict-prone transitions more smoothly.

Effective Strategies for Conflict Resolution

Active Listening: Listening to team members and showing understanding can help prevent escalation. Active listening is a communication skill that involves fully concentrating, understanding, responding, and remembering **what is being said**. It goes beyond just hearing words; it requires being present, empathetic, and engaged in the conversation. Active listening during conflict is essential because it helps reduce tension and prevents misunderstandings from escalating

URL: <http://journals.covenantuniversity.edu.ng/index.php/cujpia>

further. By focusing fully on what the other person is saying, both verbally and nonverbally, the listener shows respect and empathy, which makes the speaker feel heard and valued. Techniques such as paraphrasing, asking clarifying questions, and acknowledging emotions ensure that the real issues are understood rather than assumptions being made. This creates a safe environment for open dialogue, even when emotions are high.

In addition, active listening fosters collaboration by shifting the focus from personal attacks to problem-solving. When both parties feel genuinely listened to, they are more likely to compromise and seek common ground. Instead of reacting defensively, active listeners can respond thoughtfully and constructively, which transforms conflict into an opportunity for growth and stronger relationships. Ultimately, practicing active listening

during disagreements not only resolves issues more effectively but also strengthens mutual trust and respect.

Empathy and Emotional Intelligence:

Understanding team members' emotions and feelings can help resolve conflicts quickly. Empathy and emotional intelligence play a crucial role in effectively managing and resolving conflicts. Conflict resolution techniques are essential strategies that help individuals and groups address disagreements constructively. One widely used approach is collaboration, where parties work together to identify common goals and find solutions that satisfy everyone's needs. This technique encourages open dialogue, active listening, and mutual problem-solving, making it particularly effective when maintaining long-term relationships is important (Rahim, 2017). Unlike compromise, which often requires each side to give up something, collaboration seeks a win-win outcome that strengthens trust and cooperation (Deutsch, Coleman, & Marcus, 2011).

Another effective technique is mediation, which involves the use of a neutral third party to facilitate communication between conflicting sides. The mediator does not impose decisions but instead guides the discussion, ensures fairness, and helps both parties explore solutions objectively (Moore, 2014). Mediation is especially valuable in situations where direct communication has broken down, and emotions are running high. By creating a safe environment for dialogue, mediation often leads to more sustainable resolutions and prevents conflicts from escalating further (Fisher, Ury, & Patton, 2011).

In addition, techniques like compromise and negotiation are commonly used to resolve conflicts in practical settings. Compromise allows each party to make concessions, ensuring that while no one gets everything they want, both sides achieve an acceptable outcome. Negotiation, on the other hand, involves structured discussions aimed at reaching agreements that balance competing interests (Mayer, Salovey, & Caruso, 2004). These approaches are particularly useful in workplace, community, or

political contexts where time-sensitive resolutions are needed. Together, these conflict resolution techniques promote understanding, fairness, and stability in diverse human interactions (Goleman, 1995).

Consensus Building: Involving team members in the decision-making process can help resolve conflicts faster. Overall, transformational leadership can be highly effective in managing conflicts and creating a positive work environment. By adopting this leadership style, organizations can improve communication, build trust, and foster collaboration among team members.

Consensus building is a collaborative decision-making process that emphasizes dialogue, inclusivity, and shared responsibility among stakeholders. It seeks to move beyond majority voting by ensuring that all voices are heard and that final agreements reflect the collective interests of the group (Innes & Booher, 2018). Unlike adversarial methods of conflict resolution, consensus building fosters trust and mutual understanding, making it particularly effective in

URL: <http://journals.covenantuniversity.edu.ng/index.php/cujpia>

addressing complex social, organizational, or policy challenges where diverse perspectives must be integrated.

A key feature of consensus building is the use of facilitation to guide discussions and balance power dynamics among participants. This approach helps stakeholders articulate their interests, clarify misunderstandings, and work toward solutions that are both equitable and sustainable (Emerson & Nabatchi, 2015). Recent studies have highlighted its growing role in public policy and environmental governance, where long-term cooperation is necessary to manage limited resources and resolve disputes (Ansell & Gash, 2018). By focusing on joint problem-solving, consensus building creates a sense of ownership and commitment to the outcomes reached.

Moreover, consensus building contributes to stronger implementation of agreements since parties are more likely to support solutions they helped co-create. Research suggests that this method reduces resistance to change, improves relationships, and enhances the legitimacy of decisions within

organizations and communities (Leach et al., 2019). As societies become increasingly diverse and interconnected, consensus building remains a valuable tool for promoting democratic participation and ensuring that collective action reflects shared values and mutual respect.

Emotional Intelligence:

Emotional intelligence is essential for transformational leaders to resolve conflicts effectively. It involves self-awareness, self-regulation, and social skills to understand and manage one's own emotions and those of others. Transformational leadership practices can be a solution to some of the challenges facing public institutions in Nigeria, such as corruption (Olabisi & Alabi, 2018). By adopting transformational leadership, public institutions can become more responsive to public needs.

Studies have shown a significant relationship between emotional intelligence and transformational leadership behaviors. Emotional

intelligence has been found to predict job performance and leadership performance, making it a crucial aspect of effective leadership. Transformational leaders with high emotional intelligence tend to exhibit more effective leadership behaviors, such as inspiring and motivating their followers. Emotional intelligence enables leaders to understand and manage their own emotions, as well as those of their team members, leading to better conflict resolution and teamwork.

Theoretical Framework

The theoretical framework for this study is based on the transformational leadership theory and Inter-Group Conflict Management theory, which emphasizes the importance of inspiring and empowering followers, fostering a sense of shared identity, and promoting collective interests. The study also draws on the contact theory, which suggests that contact between different groups can help to promote tolerance and reduce prejudice. According to Bass (1985), transformational leadership theory emphasizes the importance of inspiring and empowering followers. Also, Burns

URL: <http://journals.covenantuniversity.edu.ng/index.php/cujpia>

(1978) states that transformational leaders motivate followers to achieve shared goals and promote collective interests.

According to Sherif (1966), the Robbers Cave experiment demonstrated the importance of inter-group contact in reducing conflict. Also, Tajfel and Turner (1979) state that social identity theory suggests that group membership influences individual behavior and inter-group relations. The role of leadership in promoting peace and stability in Nigeria is critical, particularly in the context of intergroup conflicts. These theories provide a foundation for understanding the complex issues surrounding transformational leadership, inter-group conflict management, and youth empowerment in Nigeria. Further research can build on these findings to develop effective strategies for promoting peaceful coexistence and managing intergroup conflicts.

Methodology

Data was collected through a mixed-method approach that combined a survey and focus group discussion with 300 youths, comprising male/female and Christian/Muslim groups, from various ethnic and religious backgrounds. A structured questionnaire was administered to collect quantitative data on participants perceptions of transformational leadership, intergroup conflict, and peaceful coexistence. Focus group was conducted to gather qualitative data on participants, experiences, opinions, and insights on the role of transformational leadership in conflict management and peaceful coexistence.

T

Tables and Results

Table 1: Demographic Analysis

Variable	Frequency	Percentage
Age (18- 20)	120	40%
Age (25-30)	150	50%
Age(31- 35)	30	10%
Male	160	53.3%
Female	140	46.7%

Table 2: Descriptive Statistics

Variables	Mean	Standard Deviation
Transformational Leadership	4.2	0.8
Inter-Group Conflict	2.5	1.1
Peaceful Coexistence	4.5	0.7

Table 3: Correlation Analysis

Variable	Transformation Leadership	Inter-Group Conflict	Peaceful Coexistence
Transformational Leadership	1	-0.35**	0.56**
Inter-Group Conflict	-0.35**	1	-0.42**
Peaceful Coexistence	0.56**	-0.42**	1

Table 4: Regression Analysis

Dependent Variables	Independent Variable	Beta Coefficient	T value	p-value
Peaceful Coexistence	Transformational Leadership	0.45	6.23	<0.001
Peaceful Coexistence	Inter-Group Conflict	-0.28	-3.56	<0.001

Results: The results indicate that transformational leadership is positively correlated with peaceful coexistence ($r = 0.56, p < 0.01$) and negatively correlated with inter-group conflict ($r = -0.35, p < 0.01$). The regression analysis shows that transformational leadership is a significant predictor of peaceful coexistence ($\beta = 0.45, p < 0.001$). Inter-group conflict is also a significant predictor of peaceful coexistence ($\beta = -0.28, p < 0.001$). These findings suggest that transformational leadership plays a crucial role in fostering peaceful coexistence and reducing inter-group conflict among youths in Nigeria.

Discussion of Findings

"Transformational Leadership and Inter-Group Conflict Management among Youths in Nigeria" revealed several key findings. Firstly, transformational leadership was found to play a significant role in promoting peaceful coexistence among youths in Nigeria. Leaders who demonstrated strong transformational leadership qualities, such as inspiring and

empowering their followers, were more likely to build trust and foster cooperation among diverse groups. The study also found that transformational leadership had a positive impact on inter-group conflict management. Leaders who adopted a transformational approach were able to bridge divides and build bridges across ethnic, religious, and cultural lines. This was achieved through their ability to inspire and motivate their followers, foster a sense of shared identity, and promote collective interests. However, the study also identified several challenges and limitations to the effectiveness of transformational leadership in promoting peaceful coexistence and managing inter-group conflicts. These included the presence of deep-seated historical grievances, competition for resources, and identity-based differences. Additionally, the study found that the impact of transformational leadership can be limited by factors such as corruption, poor governance, and lack of trust in institutions. The study highlighted the importance of youth empowerment in promoting peaceful coexistence and conflict management. Youths who were empowered with the

URL: <http://journals.covenantuniversity.edu.ng/index.php/cujpia>

skills and knowledge necessary for conflict resolution and peacebuilding were more likely to become agents of positive change in their communities. This emphasizes the need for investments in youth development programs that focus on building leadership skills, promoting social cohesion, and fostering a culture of peace.

The study's findings have significant implications for policy and practice. Policymakers and leaders can promote peaceful coexistence and manage inter-group conflicts by investing in transformational leadership development programs, youth empowerment initiatives, and social cohesion projects. Additionally, efforts to address historical grievances, promote good governance, and build trust in institutions can help to create an enabling environment for peaceful coexistence.

In conclusion, the study demonstrates the critical role that transformational leadership can play in promoting peaceful coexistence and managing inter-group conflicts among youths in Nigeria. By investing in transformational leadership development and youth empowerment, Nigeria can take significant strides

towards building a more peaceful and harmonious society. The study's findings provide a foundation for further research and action aimed at promoting peace and social cohesion in Nigeria and beyond.

Recommendations

Based on the study's findings, the following recommendations are made:

For Policymakers

1. Invest in transformational leadership development programs: Develop programs that focus on building leadership skills, promoting social cohesion, and fostering a culture of peace.
2. Support youth empowerment initiatives: Provide resources and support for youth development programs that focus on conflict resolution, peacebuilding, and social cohesion.

For Leaders

1. Adopt transformational leadership approaches: Leaders should prioritize inspiring and empowering their followers, fostering a sense of shared identity, and promoting collective interests.
2. Foster inter-group dialogue and cooperation: Leaders should create

URL: <http://journals.covenantuniversity.edu.ng/index.php/cujpia>

opportunities for diverse groups to come together, build trust, and work towards common goals.

harmonious society and promoting peaceful coexistence among diverse groups.

For Youths

1. Develop leadership skills: Youths should seek out opportunities to develop their leadership skills, including training programs, mentorship, and community engagement.
2. Engage in peacebuilding activities: Youths should participate in peacebuilding initiatives, such as conflict resolution training, community service, and social cohesion projects.

For Future Research

1. Conduct further studies on transformational leadership: Additional research is needed to explore the impact of transformational leadership on peaceful coexistence and conflict management in different contexts.
2. Develop effective peacebuilding strategies: Researchers should work with policymakers and practitioners to develop evidence-based peacebuilding strategies that can be implemented in Nigeria and other contexts. By implementing these recommendations, Nigeria can take significant strides towards building a more peaceful and

URL: <http://journals.covenantuniversity.edu.ng/index.php/cujpia>

References

- Asbari, M., & Novitasari, D. (2024). Unlocking organizational potential through transformational leadership: A literature review on innovation and performance. *International Journal of Social and Management Studies*, 5(6), 49–69.
- Akinyemi, B. O. (2015). Transformational Leadership and Conflict Management in Nigerian Organizations. *International Journal of Academic Research in Business and Social Sciences*, 5(6), 1–13. <https://doi.org/10.6007/IJARBS S/v5-i6/1706>
- Adeyemi-Bello, T. (2001). The Impact of Leadership Style on Conflict Resolution. *Journal of Leadership & Organizational Studies*, 8(3), 61–73. <https://doi.org/10.1177/107179190100800305>
- Ansell, C., & Gash, A. (2018). Collaborative platforms as a governance strategy. *Journal of Public Administration Research and Theory*, 28(1), 16–32. <https://doi.org/10.1093/jopart/mux030>
- Burns, J. M. (1978). *Leadership*. New York: Harper & Row.
- Bass, B. M., & Avolio, B. J. (1994). *Improving Organizational Effectiveness Through Transformational Leadership*. Thousand Oaks, CA: Sage Publications.
- Breuer, C., Hüffmeier, J., & Hertel, G. (2016). Does trust matter more in virtual teams? A meta-analysis of trust and team effectiveness. *Journal of Applied Psychology*, 101(8), 1151–1177. <https://doi.org/10.1037/apl0000113>
- Council Development Area of Lagos State, Nigeria. *Australian Journal of Business and Management Research*, 1(7), 100–111.
- Cardon, P. W., & Marshall, B. (2015). The hype and reality of social media use for work collaboration and team communication. *International Journal of Business Communication*, 52(3), 273–293. <https://doi.org/10.1177/2329488414525446>
- Chen, M., Zhang, Y., & Wang, J. (2024). Generational diversity, shared leadership, and team innovation: The moderating role of affective conflict. *Frontiers in Psychology*, 15, 1501633. <https://www.frontiersin.org/articles/10.3389/fpsyg.2024.1501633/full>
- Deng, C., Gulseren, D., Isola, C., Grocutt, K., & Turner, N. (2022). Transformational leadership effectiveness: An evidence-based primer. *Human Resource Development International*.
- Deutsch, M., Coleman, P. T., & Marcus, E. C. (Eds.). (2011). *The Handbook of Conflict Resolution: Theory and Practice* (2nd ed.). Jossey-Bass.
- Dirks, K. T., & Ferrin, D. L. (2020). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology*, 105(12), 1387–1406.

URL: <http://journals.covenantuniversity.edu.ng/index.php/cujpia>

- <https://doi.org/10.1037/apl00000476>.
- De Wit, F. R. C., Jehn, K. A., & Scheepers, D. (2025). Revisiting the effects of team conflict on performance: A meta-analysis of task, relationship, process, and status conflict. *Journal of Applied Psychology*. <https://pubmed.ncbi.nlm.nih.gov/40875336>.
- Emerson, K., & Nabatchi, T. (2015). Collaborative governance regimes. Georgetown University Press.
- Fisher, R., Ury, W., & Patton, B. (2011). *Getting to Yes: Negotiating Agreement Without Giving In* (3rd ed.). Penguin.
- Goleman, D. (1995). *Emotional Intelligence: Why It Can Matter More Than IQ*. Bantam Books.
- Fulmer, C. A., & Gelfand, M. J. (2019). Trust after violations: Are collectivists more or less forgiving? *Journal of Trust Research*, 9(2), 115–138. <https://doi.org/10.1080/21515581.2019.1638295>.
- Gibbs, J. L., Rozaidi, N. A., & Eisenberg, J. (2021). Overcoming the “ideology of openness”: Probing the affordances of social media for organizational knowledge sharing. *Journal of Computer-Mediated Communication*, 26(4), 177–194. <https://doi.org/10.1093/jcmc/zmab005>.
- Innes, J. E., & Booher, D. E. (2018). *Planning with complexity: An introduction to collaborative rationality for public policy*. Routledge.
- Kouzes, J. M., & Posner, B. Z. (2007). *The Leadership Challenge* (4th ed.). San Francisco: Jossey-Bass.
- Khalid, M., & Han, Z. (2024). Learning conflict management with large language models: An experimental study in higher education. *Future Internet*, 16(5), 177. <https://www.mdpi.com/1999-5903/16/5/177>
- Mayer, J. D., Salovey, P., & Caruso, D. R. (2004). Emotional intelligence: Theory, findings, and implications. *Psychological Inquiry*, 15(3), 197–215.
- Men, L. R., & Yue, C. A. (2019). Creating a positive emotional culture: Effect of internal communication and impact on employee supportive behaviors. *Public Relations Review*, 45(3), 101764. <https://doi.org/10.1016/j.pubrev.2019.03.001>.
- Manzoor, F., Wei, L., Nurunnabi, M., Subhan, Q. A., Shah, S. I. A., & Fallatah, S. (2022). The role of diversity and trust in team conflict and performance: Evidence from public sector hospitals in Pakistan. *Frontiers in Psychology*, 13, 981635. <https://pubmed.ncbi.nlm.nih.gov/36300039>
- Newman, A., Round, H., Bhattacharya, S., & Roy, A. (2020). Ethical climates in organizations: A review and research agenda. *Business Ethics Quarterly*, 30(3), 475–506. <https://doi.org/10.1017/beq.2019.54>.
- Leach, W. D., Weible, C. M., Vince, S.

- R., Siddiki, S. N., & Calanni, J. C. (2019). Fostering learning through collaboration: Knowledge acquisition and belief change in marine aquaculture partnerships. *Journal of Public Administration Research and Theory*, 24(3), 591–622.
<https://doi.org/10.1093/jopart/mut011>.
- Lewicki, R. J., Tomlinson, E. C., & Gillespie, N. (2020). Models of interpersonal trust development: Theoretical approaches, empirical evidence, and future directions. *Journal of Management*, 46(6), 953–978.
<https://doi.org/10.1177/0149206320918254>
- Moore, C. W. (2014). *The Mediation Process: Practical Strategies for Resolving Conflict* (4th ed.). Jossey-Bass.
- Olabisi, A. F., & Alabi, T. (2018). Transformational Leadership Style and Conflict Resolution in Public Tertiary Institutions in Nigeria. *Journal of Education and Practice*, 9(13), 44–51.
- Obiwuru, T. C., Okwu, A. T., Akpa, V. O., & Nwankwere, I. A. (2011). Effects of Leadership Style on Organizational Performance: A Survey of Selected Small-Scale Enterprises in Ikosi-Ketu
- Putra, M. S. P. (2023). Being a transformational leader: An integrated review and future research agenda.
- Rahim, M. A. (2017). *Managing Conflict in Organizations* (4th ed.). Routledge.
- University of Amsterdam. (2025, February 4). Team conflict can boost creativity, but only if teams handle it like “fighters.” Phys.org.
<https://phys.org/news/2025-02-team-conflict-boost-creativity-fighters.html>.
- Yu, X., & Jang, G. (2024). A framework for transformational leadership to enhance teacher’s work performance. *Frontiers in Psychology*, 15.
- Zahoor, Z., & Mateen, A. (2022). Leaders’ conflict management styles and team innovation performance: Evidence from remote R&D teams. *Sustainability*, 14(17), 10949.
<https://www.mdpi.com/2071-1050/14/17/10949>.