



The Influence Of Follower Behavior On Work Engagement: The Mediating Role Of Leader-Member Exchange

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Abstract

In this the current study, we employ a follower centric approach to examine the link between follower's conflict behaviour, work engagement and quality of leader membership exchange (LMX). Additionally, we hypothesized and tested the mediating role of leader membership exchange in the relationship between follower's conflict behaviour and work engagement. Design/methodology /approach quantitative data were collected randomly from 735 employees to examine the connection between follower's conflict behaviour and work engagement under the mediating role of leader membership exchange. The research has a limited in demographic and geographic aspects as the researcher limit the research within Karachi. Smart PLS was used to analysis the data. The findings indicted that individual follower's conflict behaviour associated with work engagement and leader membership exchange quality. Whereas, practically managers would be more successful in managing conflicts in team if they would observe their follower's conflict behaviour and act as role model in displaying problem solving conflict behaviour an approach that has been identified in this study in order to create guidance in eliciting transformational behaviour from leaders. Several conclusions have been reached, along with implications and suggested future directions for research. However, organizations must train their leaders in transformational leadership given that our result show the transformational leadership has a direct positive connection with employee's work engagement. Specifically ,the follower's conflict behaviour should now be incorporated into leadership (e.g transformational) training program. Finally, managers who need to boost teamwork engagement should consider increasing the quality of the leader membership exchange in the team. Thus far research on leadership have been leader-centric and while we are aware that follower's have an important role in shaping the leaders behaviour and how followers might impact their leader style and leader membership exchange quality.

Keywords: Transformational leadership style, problem solving behaviour, conflict management, dwarfing and non-antagonizing.



Introduction

Conflict behavior can be explained as a follower's response to the insight of their own and the member's desires could not be attained at the same time (Van de Vliert 1997; Rubin Pruitt and Kim, 1994). Particular behavior design that a fellow being referred to follower's in understanding the conflict (Moberg, 2001). Conflict manner are mentioned with broad inclination or method of approaches on how follower react to conflict in a diversity of hostile conjoint circumstances (Ting-Toomey, 1997). Thus far, conflict Analysts embrace distinct applications to analyze followers' conflict-handling behavior. Although the two-dimensional even so five-part taxonomy is the frequent proposal used for evaluating employee conflict behavior (Kutzberg and Muller, 2005; Rahim, 1983; Rahim, Nace and Debra 2000; Wertheim, Love, Peck and Littlefield, 2006). The two-dimensional but five-part taxonomy module develops a thought for handling conflict behavior as a two-dimension concern for others and concern for self. Whereas concern for others is defined as the standard where the person looks to please others whereas concern for self is defined as the person who wishes to persuade his interest. The two-dimension come to head in a five conflict behavior module for managing communal conflict which includes integrating (collaborating), compromising (accommodating) dwarfing, and avoiding (Euwema and Van Emmerik 2007, Rahim 1983). In this study, we use established conflict standards to put forward a proportionate new framework to determine the employee's reaction to workplace conflict. We concentrate on three conflict behavior in particular which are problem-solving, antagonizing (dwarfing) conflict behavior, and non-antagonizing behaviour. However, out of the five conflict behavior modules, two of them accommodating and avoiding are known for concern for self and others which is purely based on the theory of two-dimension (Goss and Gierrero, 2000). which is considered as withdrawn and refused in the individualistic culture. However, obliging and avoiding are being employed in the communalism Asian. Obliging and Avoiding are used to keep up euphony and association (Ting Toomey et al 2001). It's been observed that Singapore has a collectivist lifestyle and those are much less in all likelihood to show dwarfing behavior. Instead, people from Singapore are suggested to combine into a sturdy cohesive group that can wish to keep face to avoid jeopardizing the relationship (Tan et al 1998). Whereas, Empirical studies research reveals a huge correlation between integrating and compromising (Chen, Zhao, Liu and Wu, 2012; Eawema and Van Emmerik, 2007; Van de Merit and Kabanoff, 1990). However, like in China compromising is a good practice to use as in such cultural integration is not feasible to apply (Chen et al; 2012). The overall evaluation indicates that adoption of the five conflict managing patterns is presently standing and primarily based on the priority of concern for one's self and others have a few limitations (Toomey et al. 2001). In all respect, by considering conflict management which includes problem-solving, antagonizing (dwarfing), and non-antagonizing conflict behavior overlaps and barriers innate within the five elements of conflict managing behavior taxonomy are being eliminated. Furthermore, we try to expose that on an interpersonal level and how these three conflict behaviour works and how these three conflict behavior interconnected with the follower's leader and with the leader membership exchange. Problem-solving behavior is defined based on integrating and compromising behavior. Thus problem-solving behavior can also be called solution-oriented conflict behavior. While integrating conflict behavior regarding the concern for self as well as concern for others. Problem-solving is a joint effort in satisfying both parties by finding a solution that can actively collaborate



problem-solving (Rahim et al,2000). Whereas, compromising conflict behavior work as a moderator concern between concern for one's self and other. It is mainly based on the give and take process. In other words, it can be defined as a standard of abdication given by the concerning parties to accept a decision that both parties can agree upon (Chen et al.2012). Thus it targeted problem-solving. This is why, compromising conflict behavior can be called cooperative behavior (Rahim and Magner, 1995). Whereas effective conflict behavior is connected with the expected result (Chen et al; 2012; Tjosvold, 1985). Concluding all the facts, we summarize that integrating and compromising conflict behavior work as problem-solving behavior as both of them are used for solving the problem between the followers. Dwarfing conflict behavior can be described as forceful and competitive behavior because it shows more concern for a person for itself and has very less concern for their fellow being. Employees who acquire competitive behavior persuade to get their expected results by putting the other's employees for granted (Van de Vliert,1999). However, whether it is dwarfing or antagonizing both show undertone of competition. Catastrophic reactions are usually assigned with competitive behavioral (Bakker et al;1988). Whereas competitive behavior is mainly inimical in resulting in conflict resolution, relationship, team cohesion, and performance.(Kurtzberg and Muller,2005,Rubin et al 1994). It is defined as the behavior that includes significant qualities of avoiding and obliging behavior. A person who avoids conflict or continuously gives into another person has a retuned attitude towards conflict and does not contribute to long term resolving conflict (Rahim 2002; Van de Vliert and Euwena 1994). Scholars define conflict avoidance behavior as un-cooperative, ineffectual, non-constructive, or even destructive (Bakker et, 1988).On the other hand, obliging conflict behavior which is; low concern for self and high concern for others being made up of components like asceticism or dilapidation of a person's needs and expectations during a conflict (Rahim, et ,al,2000). We try to eliminate the crisscrossing intrinsic between avoiding and obliging through fusing both of them avoid, obliging into non -antagonizing conflict behavior for the reason that none of them can be taken as an assurance of an effective reaction during a conflict (Gross and Guerrero,2000). Instead, both conflict-handling behavior typically results in a one-sided decision making (Montoya-weiss, Massey, and Song 2001). After concluding the whole review, we propose that the new categorization of conflict-handling behavior is conducted into the problem solving, dwarfing and non-antagonizing behavior can help us in gaining a better understanding of how follower's interpersonal conflict-handling behavior influences follower's work engagement.

Literature Review

Work engagement is defined as a positive, fulfilling motivational state of work-related well-being (Blanch &Aluja, 2009). Engaged employees identify themselves through their work, and as such have high levels of vigor, dedication, and a deep sense of absorption in their work (Gignac et al., 1996; Klitzman et al., 1990; Timms et al., 2015)Work engagement has gained much attention in both the corporate world (Macey & Schneider, 2008) and academia (Hewlin, Dumas, & Burnett, 2017; Lu, Xie, &Guo, 2018). Kahn (1990) first defined work engagement as the physical, cognitive, and emotional involvement of employees in their work roles. Research has shown that work engagement positively influences task performance, organizational commitment, and organizational citizenship behavior (Byrne, Peters, & Weston, 2016; Menguc, Auh, Fisher, & Haddad, 2013; Rich, LePine, & Crawford, 2010; Wefald& Downey, 2009). Taking previous studies at face value would lead us to



assume that fostering environments that maximize employees' level of work engagement will benefit organizations (González-Romá, Schaufeli, Bakker, & Lloret, 2006), hence the postulation that greater work engagement will negatively relate to emotional exhaustion (Byrne et al., 2016; Hakanen, Peeters, & Schaufeli, 2018; Schaufeli, Salanova, González-Romá, & Bakker, 2002; Schaufeli & Bakker, 2004). However, individuals are bounded by limited mental resources.

When they over engage and use too much of their mental resources, negative outcomes may be triggered (Baumeister, Bratslavsky, Muraven, & Tice, 1998). Thus, we challenge such assumptions and outline circumstances in which we expect engaged employees to become more emotionally exhausted and thereafter engage in deviant behavior. It can be define as a positive affective-motivational of realization that is designated by endurance concentration and commitment where as endurance is the amount of efficiency and flexibility that needs to be used by employee during job without creating fatigued and persistence in the time of difficulties on the other hand, commitments as explained as a high level of implicating in one's work escort by the sense of devotion and acceptance drift by the feelings of gratification and satisfaction while concentration refer as a delightful state of mind that engross the employee in his job without detaching them from the job. Engaged workers are likely to be energetic ,optimistic with a clear set of mind that helps them in creating positive feedback which improve organizational standard. Much of the literature presents work engagement as an energetic resilience and a willingness to invest effort in work tasks (Christian, Garza, & Slaughter, 2011; Schaufeli et al., 2002).

Researchers have argued that work engagement leads to salient outcomes for organizations, such as high levels of job satisfaction, organizational commitment, and organizational citizenship behavior, while reducing intentions to quit and absenteeism (Saks, 2006; Salanova, Llorens, Cifre, Martínez, & Schaufeli, 2003; Sonnentag, 2003). Furthermore, employees who are engaged in their work report fulfilling, positive work related experiences and states of mind, which have direct implications for organizational effectiveness (Schaufeli & Bakker, 2004). In contrast to the research documenting these positive effects of work engagement, we offer a counterintuitive proposition, delineating key individual circumstances in which such beneficial effects may not emerge .A person who shows high-level of work engagement shows great motivation, satisfaction and social relations where as a workaholism person shows dissatisfaction from his job having insecure attachment with their work with less motivation. However work engagement creates a great value in task performance and contextual performance (Christan,Gaiza and Slaughter ,2011).Whereas, work engagement is basically depend on job autonomy ,social support ,coaching and performance review, new opportunities and training ,learning and develop task variety ,responsibility, transformational leadership and organizational justice and employees behaviour. Work engagement involvement in employee can be improve by training and leadership because engagement is related to emotional stability, self-esteem related to organizational standard and adaptive perfectionism which depend on personal standard. However in context with transformational leadership work engagement show greater level of job satisfaction, flexibility and conscientiousness with low level of burnout. Higher competency of work engagement in employee show intrinsically motivation, pro-social behaviour. Basically it is related to job resources, personal resources, health and



outcome in way as predicted by the job demand resources. In addition to this an upward gain spiral seems to exist and work engagement seems to be contagion.

The top-down approach has primarily guided leadership studies which are through initiating, driving, and impacting outcomes in the followers (Krishann,2004; Tims: Bakker and Xanthopoulou,2011). Bass and his co-worker recommend a complete framework for leadership behavior in addition to transformational, transactional, and laissez-faire. Presently transformational leadership is the main focus as it gets the most support in the literature and has been used in all the leadership frameworks (Lowe, Kroeck, and Siva Subramaniam,1996)

According to past research, it observed that leaders having transformational qualities inspire followers and motivate them to perform above and beyond their expectations for the common goal of the team (Avolio et al;1999; Bass et al 2003; Judge and Piccolo,2004). Moreover, transformational leaders inspire their people by giving their work significance and challenge, and by inspiring them to envisage the future while stirring their optimism and excitement (Avolio and Bass 1995; Avolio et al,1999). Over and above that, transformational leaders push followers to question presupposition and tackle enormous challenges through intellectual stimulation, increasing creativity, innovation, and performance (Avolio et al 1999; Wang, Olu, Court right). Notably, the transformational leader in decision-making by embracing innovative ideas from followers (Bass et.,2003).In the long run, training advances individuals and makes them ready for substantial leadership responsibilities (Avolio et al 1999)Thus solitary consideration is exhibited by transformational leaders. To summarize, transformational leaders serve as role models for their followers, encourage followers to identify with their leaders, and can boost sole spirit and team unity (Bass et al, 2003).

Another research shows that a bottom-up strategy is preferable for discrete aspects (e.g. individual conflict-handling behavior) and is a key to a more elevated level of development such as leadership style (Krishnan 2004.; Tims et al .,2011). For instance, the leader -followers' relationship is unified with reciprocal impact where both influence changing one another (Dvir and Shamir 2003; Howert and Shamir 2005; Wang et al.,2010). Likewise, prior research shows that the influential part in the transformation does not inhibit completely both leader and follower must be available for such trademark before the improvement of a motivational relationship can occur (Dvir and Shamir,2003). Hence the research recommends that leaders are the ones, who shape their leadership style according to their follower's characteristics and behavior (De Rue,2011). Like so, based on the top-down perspective to authoritative ways of behaving, examination or development hypothesis (Koslowski,2011). Contend that followers' conflict behavior will probably go to affect the leader's ability to show a groundbreaking way of behaving. As prior laid out, followers who answer struggle with a critical thinking approach have the objective of settling struggle and are persuaded to accomplish cooperation with a definitive aim of accomplishing beneficial team results (Chen et al.,2012, Rahim and Magner,1995). Particularly, it has been observing followers who tend toward problem-solving behavior also inhibit the quality of exchange of information (Rahim and Magner, 1995). Trade of data, depicts individuals with critical thinking conduct as more open to an alternate point of view and sentiment recommending that such followers can learn to question and understand we contend that these ways of behaving. Previous studies urge leaders to show their transformational behavior more usually at the team level. Moreover, social interaction



between members motivates problem-solving conflicts. In this regard, trust might turn into a repercussion of this social interaction as followers can impact insight and reveal high-quality data with a conflicting team (Lau and Cobb, 2010.; Liu et al., 2011). Without a doubt, trust is a central prerequisite for setting off transformational leadership. In all respect, we recommend that the receptiveness to contrasting points of view and the structure of confidence in relational cooperation by people who take part in problem-solving conflict behavior at a particular level will inspire their leader membership style (Bass, 1985). Research explains dwarfing conflict behavior as aggressive and devastating, In a view of the fact that dwarfing conflict behavior is a competency-based approach to conflict (Van de Vliert, 1999; Van de Vliert and Euwema, 1994; Van de Vliert et al., 1995). Due to competency in nature dwarfing behavior can call as a win-lose conflict decision that depends on one's objective along with dwarfing behavior with a possibility for an increase in doubt over the trust. Consequently, we contend that dwarfing behavior will generally heighten conflict, and decrease social interaction however the aspect of association between conflict teams might be subverted (Bobot, 2011). Additionally, dwarfing behavior is linked to oppression (Morrison, 2006). A person who confronts dwarfing behavior shows lower fulfillment with their team members (De Dreu and Weigert, 2003). Ultimately, a conflicting group that participates in ruling or defying struggle conduct stress on their dissimilar objectives which decrease the progress of specific individual and in result it lesser the possibilities, that other will accomplish their objective (Somech, Desivilya, and Lidogoster, 2009). Nonetheless, transformational leaders aspire to move an individual towards an aggregate work to accomplish group objectives (Bass, 1985). Subsequently, we recommend that the absence of significant worth consistency between a transformational leader and follower with dwarfing conflict behavior may oblige pioneer show of transformational behavior (Bass, 1985). In the long run, followers who possess the quality of non-antagonizing behavior usually keep their self away from conflict. In spite of the fact, a few examinations exhibit that staying away and clash conduct might assets with solving conflicts in specific occasion but most of discussion in this space propose that contention aversion ways of behaving have disastrous properties due to non-investment approach (Bobot 2011; Chen et al., 2012). Notably, an avoidance is a contra-sign for maintain relation and might set off disappointment (Sorenson, 1999). Moreover, person who involve in non-antagonizing behavior display reluctance towards his own apprehension. Particularly, such person certain demand cannot be accommodate by leaders in meeting. We conduct that transformational leaders may not ready to practice for particulars thoughts and rational stimulation with this class of followers and we predict that follower's non-antagonizing behavior is contrarily connect with transformational leadership. In the long run, followers who possess the quality of non-antagonizing behavior usually keep their self away from conflict.

Despite the fact, that a few examinations exhibit that staying away and clash conduct might be assets to solving conflicts on specific occasions but most of the discussion in this space propose that contention aversion ways of behaving have disastrous properties due to the non-investment approach (Bobot 2011; Chen et al., 2012). Notably, avoidance is a contra-sign for maintaining relationships and might set off disappointment (Sorenson, 1999). Moreover, a person who involves in non-antagonizing behavior display reluctance towards his apprehension. Particularly, such person certain demands cannot be accommodated by leaders in the meeting. We conduct that transformational leaders may



not be ready to practice particulars thoughts and rational stimulation with this class of followers and we predict that followers' non-antagonizing behavior is contrarily connected with transformational leadership. Distinct conceptual support for this study is transformational leader membership exchange (Seer 1989). Transformational leader membership exchange is explained as a follower impression of the nature of the correspondence linking an individual and his group connecting the individual's commitment of plans, response, and help to other members and thusly, the individual receipt of data, help, and acknowledgment from other group members (Seer et al.,1995,p-21). Transformational leader membership exchange characteristics propose the efficacy of the team member's in a group working for a common goal, as a group proposed transformational leader membership exchange quality (Seer 1989; Seer et al.,1995; Tse and Dasborough,2008). Established in social exchange theory transformational leader membership exchange connection depends on correspondence and shows how members interconnect with each other as a group, not on an individual basis (Banks, et al.,2014).

More social compensation and cooperative endeavors with help offers are usually received by a higher quality of team membership exchange (Seer 1989; Seer et al.,1995; Tse and Dasborough,2008). While on the other hand, the conflict has the probability to hamper the nature of transformational leader membership exchange and group process. For instance, conflict cause stress, lack of communication, distrustfulness, reluctance to work with group members, or aberrant behavior (Ayoko et al2003., Van de Vliert and Euwema 1994). Even so, given development theory, individual rational critical thinking struggle conducted at the singular level might work in the open conversation of conflicting perspectives and a superior comprehension of the placement of the other colleague that ultimately prompts better transformational leader membership exchange (Rahim 2002). Liden and his colleagues propose that individual who shows generosity retaliate the most (Seer 1995). However individual understanding, beliefs, and concept of righteousness among team members are by reciprocity and in turn, it would develop confidence and boost up individual's motivation for resolving conflict in the future (Kamdar and Van Dryne,2007).In conclusion, reciprocity ought to empower more trade of value information simultaneously, problem solving behavior modify the better quality of relationships among team members. Followers who exhibit dwarfing conflict behavior can do anything to get success which may include creating pressure on other team member's to back down onto submission by conveying intimidation and forcing punishment (Rahim and Magner 1995; Rahim et al 2000). As a consequence, followers who engage in dwarfing conflict behavior give rise to negative feelings concerning team members, which turn into doubt, grievance, bad-tempered, and are less open to conversation (Tjosvold,2002). We know that dwarfing conflict behavior encourages less beneficial conflicts and weaken decision-making and relationship. That is why dwarfing conflict behavior makes communication more irritable which might end up deadlock or enforcement solution (Chen 2005). Past research demonstrates that people with lower satisfaction are usually the ones who face dwarfing conflict behavior (see De Dreu and Weingout,2003). Moreover dwarfing behavior not just heightens struggle they additionally repress future connection and cooperation (Tjosvold and Wong,1994). Generally, dwarfing conflicts behavior may badly hamper the peculiarity of social interaction and are destructive to team affairs (Ayoko et al.,2003). Individuals who show non-antagonizing behavior are stowing away, or back down from conflicts and foreground the significance of conflict controversies (Rahim,2002). For example, avoiding

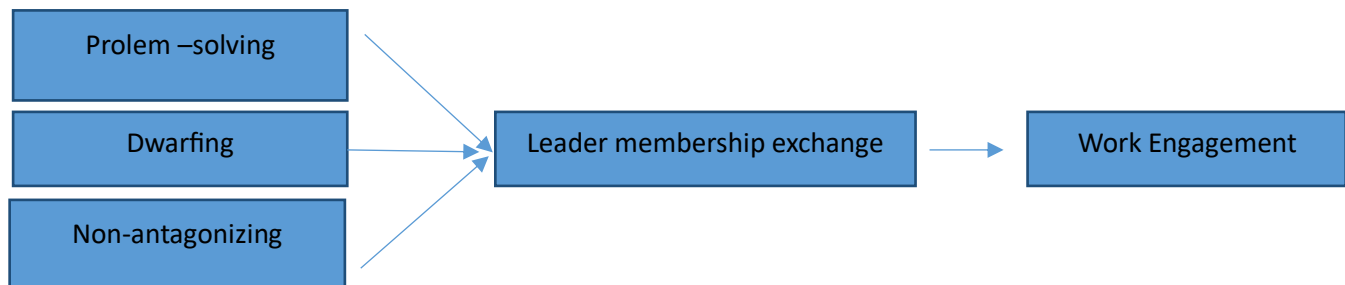


is an strive to resolve conflict and cut down open discussion of conflict. Distinctively, non – confrontational conflict behavior interface that problem could not be openly discussed (Chen et al.,2005). While conflicts are not excluded by avoiding them, however this act of avoiding encourages dwarfing behavior within the team (Bakker et al.,1988; Tjosvold et al.,2003). Research shows that non-antagonizing conflict behavior like avoiding is unfavorable and it is advised that crackdown on contradictory views during a conflict might lead to fatal decisions (Javis,1982). Likewise, low-level of involvement because of avoidance could limit the development (Anderson and West,1998). However, long drawn out results may promote obliging, it is because of followers who repeatedly surrender their concern for other satisfaction (Dijkstra and De-Dreu,2009). All in all, individuals who keep themselves away from obliging or those who avoid are not effective in group communication, and such lacking or incapable connection surely reduce the effectiveness of group decisions which might decrease the relational collaboration in the group (Montoya-weisset.,al 2001). Work engagement can be explained as an optimistic, accomplishing work-related perspective that is portrayed by vigor, devotion, and assimilation (Schaufeli and colleagues,2002). Research shows that appreciation from leaders, performance appraisal, and career development assistance can add value to work engagement (Bakker and Demerorti,2007; Zhu et, al;2009). Furthermore, followers' improvement and betterment are inspired through persistently support from their leader to think critically and question the conventional way that has been practiced for ages. Thus, we can forecast that followers must be motivated to be more involved in their work. Also, encouragement given by leaders must guide followers to visualize an optimistic future that will provide follower's an ambition and flexibility in their work (Avolio et al.,1999; Bass,1985).In last we conclude that followers with aim, motivation, challenge, and self –determination are tremendously attached to their work. Studies propose that the group having a distinct level of transformational membership is more compromising and such a group gets more social benefits as compared to low-quality transformational membership (Seer, 1989; Seer et al,1995; Tse et ., al 2008).

Transformational membership quality is linked with the supreme intensity of dedication to the group and the exchange of information (Liu et al .,2011). Similarly, transformational leaders continuously motivate and empower them to accept the difficult challenge and accomplish above the mark. It is also proof that individuals having transformational leadership qualities can go beyond the bounds and demands of their task roles to guide their fellow group members (Tse et al.,2008). Also, followers having a high level of self-awareness due to an increase in transformational membership exchange quality are more decisive for the fulfillment of challenging job tasks (Lia et al.2010). Transformational membership exchange quality improves the infatuation of dedication, identification, and association with the team (Lie 2011). Overall, we predict that the effect of transformational leaders' attitudes on work engagement show is moderate by transformational membership exchange quality.



Conceptual Framework



Research Objective

1. To examine the impact of problem-solving behavior, dwarfing behavior, non-antagonizing behavior on work engagement?
2. To examine the mediating role of leader membership exchange between problem-solving behavior, dwarfing behavior, non-antagonizing behavior, and work engagement?

Research Question

1. What are the impact of problem-solving behavior, dwarfing behavior, and non-antagonizing behavior on work engagement?
2. Is there any mediating impact of leader-member exchange on the relation between problem-solving behavior, dwarfing behavior, non-antagonizing behavior in work engagement?

Hypothesis

H₁: Problem-solving behavior has a positive impact on work engagement.

H₂: Dwarfing conflict behavior has a negative impact on work engagement

H₃: Non-antagonizing behavior has a negative impact on work engagement

H₄: Leader membership exchange has an impact on the relationship between problem solving behavior and work engagement.

H₅: Leader membership exchange has an impact on the relationship between dwarfing behavior and work engagement.

H₆: Leader membership exchange has an impact on the relation between non-antagonizing behavior and works engagement

Methodology

To test the hypothesized links on the conceptual design, we employed established measure some of which were adapted to suit the aims of our study. For example, we employed ROCI-II (Rahim, 1983) to assess the followers' conflict behaviors. The ROCII scales have been used and validated by several studies (Rahim & Magner, 1995; Van de Vliert & Euwema, 1994; Zapf & Gross, 2010). ROCI-II comprises of 28 questions which include dwarfing (IN; e.g. I use my influence to get ideas accepted), integrating (IN; e.g. I exchange accurate information with my peers to solve a problem together), obliging (OB; e.g. I usually accommodate the wishes of my peers), compromising (CO e.g. I usually allow concessions to my peers), and avoiding (AV; e.g. I try to disagreement with my peers) conflict behavior (Rahin, 1983). The original Cronbach's alphas reported for the subscales are IN=.77, OB=.72, DO=.72, AV=.75 and CO=.72 (Rahim, 1983).

Work engagement was measured with the 9 item version of the Utrecht Work Engagement scale (UWES) (Schaufeli, Bakker & Salanova, 2006; Schaufeli et al., 2002).



We followed the recommendation of Kozlowski and Ilgen (2006) that item assessing team membership exchange should be treated as a reference shift aggregation model (i.e. Individual respond to items that reference the team. Representative item on the scale include. How often do you make suggestions about better work methods to other team members?” and “in busy situation, how do you volunteer your efforts to help others on your team?

Population

The purpose of this study is to examine the effect of the followers conflict behavior on work engagement where as the population of Karachi is almost about 24.5 million , in order to study the impact of conflict behavior on work engagement we take 735 population size for the study. The focused of this research was to target organization sector. Questionnaires are attempt by the employee from 25 age bracket . Research is conducted by taking interview from different organization and business sector.

Sample

For data the Questionnaire was distribute between the age group of 21 to 60 years and there qualification range between intermediate to master with a vision about the true finding of the studies and employee having low qualification were guided about questionnaire in order to collect the right finding at the time of responding questionnaire. The main aim for selecting the said population is that employee should have a vast knowledge about its organization and how conflict followers behavior affect work engagement and how these circumstances affect them so they respond questionnaire in a right manner. Sample size for the study is 253 in which 254questionnaire will be distributed and get their responses .There are two type of sample technique first is probability sampling and the other is non-probability sampling but in our research we use non probability sampling .

Research Approach

The nature of the research is deductive approach since we are generalizing the phenomena into simplest sample. The nature of the research adopts a deductive approach because it begins with a broader theoretical framework and narrows it down to specific observations or cases. By starting with a general premise, this approach systematically tests hypotheses to validate or refute the theoretical assumptions. This ensures a structured and logical flow, moving from established theories to specific data points.

In this study, we generalize the phenomena to simplify and refine the sample, enabling us to draw clear and focused conclusions. The deductive approach allows us to analyze the phenomena through a top-down method, ensuring that the research findings align with the predefined theoretical framework, thus enhancing the reliability of the results.

Research Design

Data for this study is analyzed using questionnaires, which serve as a versatile tool for gathering quantitative information from respondents. The questionnaires will be distributed among employees within the organization to ensure that the research captures the perspectives of individuals directly involved in the workplace environment. By targeting employees, the study aims to obtain specific insights about their experiences, behaviors, and opinions, which are critical for understanding the underlying phenomena being investigated. In addition to on-site distribution, the questionnaires will be shared widely on the internet to reach a broader and more diverse audience. This online



dissemination allows for the collection of responses from individuals who may have varying levels of experience and perspectives, thereby enriching the dataset. Using the internet as a distribution channel offers several advantages, including cost-effectiveness, faster data collection, and accessibility to a geographically dispersed sample. It also ensures that the research gathers responses from participants who might not be physically present in the immediate vicinity of the organization, thereby increasing the generalizability of the findings. The analysis will be conducted statistically and numerically, leveraging the structured nature of the questionnaire responses. Closed-ended questions with predefined answer choices allow for straightforward quantification, making it easier to identify patterns and trends. Statistical tools and software will be employed to analyze the data, providing numerical summaries such as means, medians, and standard deviations. Advanced techniques like correlation and regression analysis may also be applied to explore relationships between variables and test the research hypotheses. By combining in-person and online distribution methods, this approach ensures both depth and breadth in data collection. Employee responses provide detailed insights into specific organizational contexts, while online participants contribute a broader perspective, enhancing the robustness of the study. The dual distribution strategy also mitigates potential biases that might arise from relying solely on one group of respondents. Ultimately, this method of data collection and analysis supports the research's objective of deriving statistically sound and actionable conclusions. The use of questionnaires ensures a systematic approach to capturing responses, while statistical and numerical analyses provide a solid foundation for interpreting the results in a meaningful and objective manner.

Research Strategy

Since the review focuses on providing a comprehensive overview, the research approach will prioritize systematically selecting respondents from the population and equipping them with structured questionnaires. This methodology ensures that the study captures diverse perspectives and gathers reliable data to address the research objectives effectively. By focusing on an overview, the study emphasizes understanding general trends, patterns, and key variables that define the phenomena under investigation. The selection of respondents is a critical component of this approach. The population is carefully segmented to ensure it includes individuals representing various demographics, experiences, and roles relevant to the research context. Stratified sampling may be employed to ensure proportional representation of subgroups within the population, or random sampling might be used to provide every member of the population with an equal chance of participation. This thoughtful selection process helps mitigate bias, ensuring that the collected data accurately reflects the broader population. Structured questionnaires are at the heart of this research strategy. These questionnaires are meticulously designed to include closed-ended questions that are easy to quantify and analyze statistically. They may also incorporate some open-ended questions to allow respondents to elaborate on their experiences or opinions, providing richer insights. The structure ensures consistency across responses, facilitating comparison and the identification of patterns. The questionnaires will be distributed using a combination of physical and digital means, depending on the accessibility and preferences of the target respondents. Physical distribution may involve handing out printed copies in workplaces, educational institutions, or community centers, while digital dissemination might leverage online platforms, emails, or social media channels. This dual approach ensures a broader



reach, accommodating both respondents who prefer traditional methods and those more comfortable with digital interaction. Once responses are collected, they will be analyzed using quantitative techniques, such as descriptive and inferential statistics, to interpret the data effectively. Structured questionnaires enable researchers to assess trends, draw meaningful conclusions, and validate hypotheses by providing consistent and comparable data points. This research approach aligns well with the study's aim of providing an overview, as it ensures inclusivity, reliability, and systematic analysis. The combination of thoughtful respondent selection and the use of structured questionnaires ensures that the research findings are not only representative but also grounded in empirical evidence, thereby enhancing their validity and applicability.

Statistical Technique

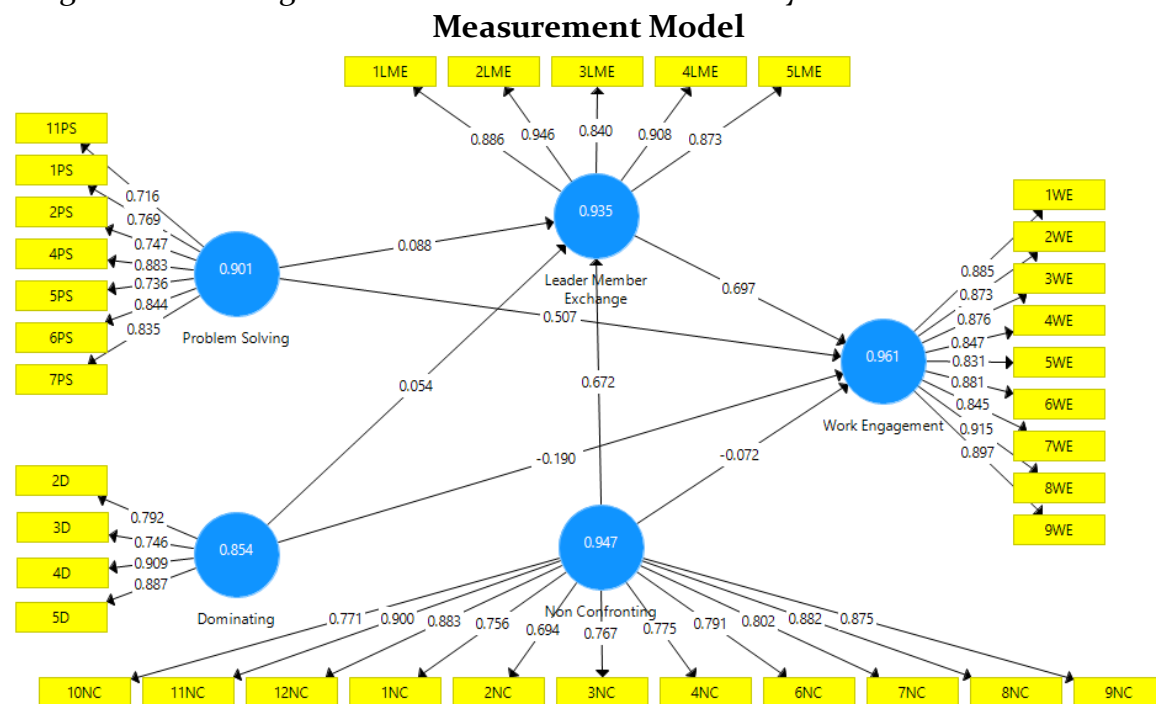
The data for this research will be collected using a carefully designed questionnaire, a tool that ensures a structured and systematic approach to gathering information from respondents. The questionnaire will be developed to include items that effectively capture the variables of interest, distinguishing between dependent and independent variables. This structured format allows for the collection of quantitative data that can be statistically analyzed to establish relationships between these variables. To analyze the collected data, Smart PLS (Partial Least Squares) software will be employed. Smart PLS is a powerful statistical tool often used in structural equation modeling (SEM) to explore and validate complex relationships between variables. Its ability to handle reflective and formative constructs, along with its robustness in dealing with smaller sample sizes and non-normal data distributions, makes it an ideal choice for this research. The analysis will focus on using the regression correlation technique, which is a fundamental statistical method for examining relationships between dependent and independent variables. Regression analysis aims to model the relationship between these variables by fitting an equation to the observed data. In this context, the independent variables (predictors) are tested to determine their impact on the dependent variable (outcome). By calculating the correlation coefficients, the strength and direction of these relationships can be quantified. Smart PLS enables the researcher to go beyond traditional regression analysis by incorporating latent variables and measuring indirect effects, which are particularly relevant in studies involving multi-dimensional constructs. The software's advanced algorithms allow for the decomposition of variance, path coefficients, and significance testing, providing a comprehensive understanding of the relationships being studied. The use of regression correlation within Smart PLS ensures that the relationships between variables are examined in a precise and statistically rigorous manner. This approach not only validates the hypotheses but also uncovers nuanced insights that might otherwise be overlooked. For example, it can reveal the magnitude of influence an independent variable has on the dependent variable and identify any mediating or moderating effects within the model. By combining a well-structured questionnaire with Smart PLS software and regression correlation techniques, the research ensures a robust analytical framework. This methodological rigor enhances the reliability and validity of the findings, providing meaningful conclusions that can inform theoretical understanding and practical applications in the field of study.

Results And Finding

Our contemporary research tested the relationship between followers conflict behavior and work engagement. By reviewing our research it show the importance of problem solving



conflict behavior in leader while improving team membership exchange quality including transformational leader are emerged as an antecedent of team work engagement where as team membership exchange quality moderate the effect of transformational leadership on work engagement suggesting that team membership exchange quality is crucial for team work engagement .Concluding all the result of our current research give a new pathway to future studies on leadership , conflict behavior and work engagement. The section presents the key findings constructed from the dataset in chapter 4 result and discussion, while the discussion part interprets the findings for the audience and analyses their importance. This part should have adequate tables or figures, consistent and reliable data, and likely variables that have been presented, as well as appropriate interpretation/under the tables or above of the findings. The findings and discussion section are structured as a consequence of this technique. The good presentation of figures and tables is critical for readers' comprehension of the findings. The study's results were explained technically while keeping to the theoretical knowledge and research framework stated in the chapter 2 literature review. Work engagement as a dependent variable, problem-solving behavior, dwarfing behavior, non-antagonizing behavior as independent factors, and leader-member exchange as a mediating variable are all included in the study.



Construct Reliability And Validity

Variables	Items	loadings ^a	AVE ^b	CR ^c	rho_A ^d
Problem-solving Behavior	11PS	0.716	0.628	0.921	0.912
	1PS	0.769			
	2PS	0.747			
	4PS	0.883			
	5PS	0.736			
	6PS	0.844			
	7PS	0.835			
Dwarfing behavior	2D	0.792	0.699	0.853	0.902
	3D	0.746			



Non-Antagonizing behavior	4D	0.909	0.658	0.955	0.949
	5D	0.887			
	10NC	0.771			
	11NC	0.900			
	12NC	0.883			
	1NC	0.756			
	2NC	0.694			
	3NC	0.767			
	4NC	0.775			
	6NC	0.791			
	7NC	0.802			
	8NC	0.882			
Leader-member exchange	9NC	0.875	0.794	0.951	0940
	1LME	0.886			
	2LME	0.946			
	3LME	0.840			
	4LME	0.908			
Work engagement	5LME	0.873	0.762	0.966	0.961
	1WE	0.885			
	2WE	0.873			
	3WE	0.876			
	4WE	0.847			
	5WE	0.831			
	6WE	0.881			
	7WE	0.845			
	8WE	0.915			
	9WE	0.897			

Descriptive Statistics

The study collected responses from 253 participants across various industries using a structured questionnaire based on a Likert scale. Descriptive statistics revealed demographic distributions, including participant age, gender, industry type, and years of experience. These insights provided a contextual foundation for understanding the data.

Participant Characteristics

- Age groups were predominantly between 25–40 years.
- Gender distribution was approximately equal, ensuring balanced perspectives.
- Respondents came from industries including technology, healthcare, and education.
- Over 60% had more than five years of work experience, indicating an experienced workforce.

Measurement Model Assessment

Reliability And Validity Analysis

The reliability of constructs was assessed using Cronbach's Alpha and Composite Reliability (CR). All constructs exceeded the recommended threshold of 0.7, confirming internal consistency.

The data was gathered from 253 respondents and evaluated by smart PLS software. Consistency is dependability. That is, repeating an instrument or test should yield the same results. First, the measurement model was validated for reliability and validity. The



phenomenon or concept being measured is judged irrelevant if the data collected is deemed unreliable. As a result, it is impossible to confirm the results. However, the data validity is defined by their correctness. Validity and dependability are different or independent. A measurement may be correct but not dependable. Also, it is possible to be more trustworthy than legitimate (Roberts & Priest 2006). The above table provides the findings of reliability and validity. The dataset of independent, dependent, and mediating variables has all outer loadings larger than 0.7, indicating its dependability. Furthermore, AVE is utilized to assess the validity of the scale and the validity of the scale is tested in first-order CFA. It is utilized when a notion is multidimensional and the contribution of each dimension in the idea is necessary to be determined. An AVE of at least 0.5 is necessary for adequate convergence. Having said that, an AVE below 0.5 shows your pieces explain more faults than your constructs. Each construct in a measuring model must have an AVE of at least 0.5. In the above table, the AVE value of Problem-solving behavior has 0.628, Dwarfing behavior has 0.699, non-antagonizing behavior is 0.658, Leader membership exchange has 0.794, and work engagement has 0.762 all the values of variables are more than 0.5 which suggests there is less error in the dataset.

Composite reliability, also known as construct reliability, is used to test the internal consistency of scale items in the same manner that Cronbach's alpha is used. To put it another way, it measures how much of a discrepancy there is between the scale score variation and the overall actual score variance. This method may also be used to evaluate an item's internal consistency. The reliability of items of variables should be at least 0.70 or higher. (Ganesh, 2009). A composite dependability score of 0.921 comprises problem-solving, dwarfing behavior is 0.853, and non-antagonizing behaviors are 0.955, as shown in the table above. They are all more than 0.7, indicating that the internal consistency is within acceptable limits. Problem-solving behavior is demonstrated to have a rho-A value of 0.912, dominance is 0.902, non-confrontation is 0.949, the leader-member exchange is 0.940, and work engagement has a rho-A value of 0.961, which is acceptable; all of these values are higher than the 0.7 stated above.

Discriminant Validity

Fornell-Larcker Criterion

	Dwarfing behavior	Leader-member exchange	Non-antagonizing behavior	Problem-solving behavior	Work Engagement
Dwarfing behavior	0.836				
Leader-member exchange	0.710	0.891			
Non-antagonizing behavior	0.834	0.777	0.811		
Problem-solving behavior	0.630	0.559	0.651	0.792	
Work engagement	0.754	0.882	0.789	0.563	0.873



The second table includes a cross-loadings table for measuring discriminant validity. Discriminant validity, or the degree to which the measures are not a reflection of another variable, is shown by low correlations between the study's main measure and other constructs (Campbell & Fiske, 1959). Qualitatively distinct the table shows that each construct's diagonal values are larger than the correlation coefficients associated with it, indicating good discriminant validity. Coefficient values in the table are lower than those marked in black and those in the center of the table, respectively (Henseler et al., 2015). The table interpreted that the leader-member exchange is 0.891, the non-confrontational conduct is 0.811, the problem-solving behavior is 0.792, and the work engagement is 0.873; all of these values are more than the correlation coefficients associated with it, and highly overlap to equivalent.

Cross Loadings

Items	Dwarfing behavior	Leader-membership exchange	Non antagonizing	Problem-solving	Work engagement
11PS	0.716	0.704	0.597	0.636	0.876
1PS	0.769	0.645	0.685	0.846	0.654
2PS	0.747	0.764	0.555	0.484	0.765
4PS	0.883	0.425	0.485	0.376	0.465
5PS	0.736	0.732	0.697	0.785	0.876
6PS	0.844	0.826	0.598	0.496	0.456
7PS	0.835	0.745	0.498	0.785	0.754
2D	0.895	0.792	0.784	0.486	0.576
3D	0.543	0.746	0.859	0.557	0.967
4D	0.685	0.909	0.447	0.798	0.876
5D	0.835	0.887	0.487	0.784	0.457
10NC	0.746	0.597	0.771	0.855	0.865
11NC	0.685	0.785	0.900	0.665	0.674
12NC	0.847	0.487	0.883	0.694	0.496
1NC	0.648	0.587	0.756	0.948	0.798
2NC	0.364	0.785	0.694	0.584	0.597
3NC	0.683	0.486	0.767	0.485	0.867
4NC	0.684	0.687	0.775	0.867	0.488
6NC	0.785	0.887	0.791	0.576	0.486
7NC	0.675	0.486	0.802	0.667	0.846
8NC	0.486	0.785	0.882	0.795	0.586
9NC	0.785	0.587	0.875	0.678	0.468
1LME	0.649	0.467	0.587	0.886	0.944
2LME	0.646	0.957	0.687	0.946	0.846
3LME	0.854	0.487	0.946	0.840	0.965
4LME	0.684	0.856	0.795	0.908	0.396
5LME	0.476	0.874	0.584	0.873	0.496
1WE	0.478	0.587	0.647	0.638	0.885
2WE	0.687	0.477	0.675	0.683	0.873
3WE	0.487	0.8675	0.784	0.339	0.876



4WE	0.869	0.486	0.784	0.504	0.847
5WE	0.985	0.687	0.495	0.860	0.831
6WE	0.856	0.485	0.496	0.984	0.881
7WE	0.647	0.846	0.796	0.486	0.845
8WE	0.687	0.586	0.860	0.567	0.915
9WE	0.476	0.376	0.636	0.486	0.897

Hetrotrait-Monotrait (HTMT)					
	Dwarfing behavior	Leader membership exchange	Non- antagonizing behavior	Problem- solving behavior	Work engagement
Dwarfing behavior					
Leader membership exchange	0.788				
Non antagonizing behavior	0.745	0.813			
Problem- solving behavior	0.711	0.590	0.688		
Work engagement	0.830	0.737	0.820	0.589	

HTMT is a measure of latent variable resemblance. Discriminant validity is proved if the HTMT is less than one. They claim that they do not consistently show a lack of discriminant validity infrequent study scenarios. The multitrait-multimethod matrix may also be used to measure the discriminant validity of the Hetrotrait -Monotrait table correlation ratio. Discriminant validity was assessed using this novel approach (Fornell&Larcker, 1981), and the findings are summarized in Table 1. Discriminant validity is a concern if the HTMT value is more than 0.85. (Hair et al., 2015). A sufficient degree of discriminant validity and an acceptable level of the measurement model can be shown in the above table, where the greatest correlation of the HTMT is 0.813 with non-antagonizing conduct between leaders and members.

Structural Model

Hypothesis	Beta	T-value	P-value
H1: Problem-solving behavior → work engagement	0.507	4.137	0.000
H2: Dwarfing behavior → work engagement	-0.190	1.116	0.035
H3: Non antagonizing behavior → work engagement	-0.072	0.413	0.008
H4: Problem-solving behavior → Leader-membership exchange → work engagement	0.088	0.626	0.531



H5: Dwarfing behavior → leader-membership exchange → work engagement	0.054	1.675	0.396
H6: Non-antagonizing behavior → leader-membership exchange → work engagement	0.672	0.549	0.062

Notes: Critical t value, *1.96(P<0.05)
Using structural equation modeling, a multivariate statistical analysis method, researchers may examine the connections between different types of data. Multiple regression and component analysis are used together to examine the structural link between measured variables and latent constructs in this method. Using this strategy, researchers may estimate various interconnected dependencies all at once. There are two kinds of variables employed in this study: endogenous and exogenous. Variables that are equivalent to the dependent variables are endogenous, and they are interchangeable with independent variables (Andrews, M, F., 1984).

The table above analyses the structural model's p-value, beta, and matching t-values using a bootstrapping technique with a sample size of 5000. The table depicts the relationships between the different variables. The above tables show that the H1 hypothesis is accepted since the beta is 0.507, the t-value is 4.137, and the p-value is 0.000. The second hypothesis examines the relationship between dwarfing behavior and work engagement, with a beta of -0.190, t-value of 1.116, and a p-value of 0.035, indicating that the H2 is accepted. The third hypothesis in the above table indicates the values of non-antagonizing behavior with work engagement have a beta value of -0.072, the t-value of 0.413, a p-value of 0.008, and it is understood that the value of beta is negative, the level of significance is less than 0.05, and it supports H3. The fourth hypothesis demonstrates that the relationship between problem-solving behavior and leader-membership exchange, as well as the mediating effect of work engagement, has a beta value of 0.088, t-value of 0.626, a p-value of 0.531, and an interpretation that the significance level is not acceptable. As a result, H4 is rejected. The fifth Hypothesis demonstrates that the beta is 0.054, the t-value is 1.675, and the p-value is 0.396 indicating the significance level is not within an acceptable range and is larger than 0.05, indicating that the H5 is rejected. the last H6 is also rejected because the beta value is 0.672, the t-value is 0.413, and the significance level is larger than 0.05, which is 0.062.

Hypothesis Results

S.NO	Hypothesis	Decision
H1:	problem-solving behavior has a positive impact on work engagement.	ACCEPTED
H2:	Dwarfing conflict behavior has a negative impact on work engagement.	ACCEPTED
H3:	Non-antagonizing behavior has a negative impact on work engagement.	ACCEPTED
H4:	Leader membership exchange has a positive impact on the relationship between problem-solving behavior and work engagement.	REJECTED



H5:	leader-membership exchange has a positive impact on the relationship between dwarfing behavior and work engagement.	REJECTED
H6:	Leader membership exchange has a positive impact on the relation between non-antagonizing behavior and work engagement.	REJECTED

Construct	R ²	Q ²
Leader-membership exchange	0.609	0.456
Work engagement	0.827	0.606

Work engagement accounts for 0.827 or 82.7% of the variation in leader membership exchange ($R^2 = 0.827$), whereas leader membership exchange explains 60.9 percent of the variance in the model ($R^2 = 0.609$). This model has an R-value greater than the 0.26 threshold set by (Cohen., 1998), which indicates that it is of high quality. The table shows the dependent and mediating association between the various variables, with R^2 values over 0.50 indicating a strong association. The blindfolding process is also shown in Q^2 , which shows how effectively model and PLS parameter data can be duplicated experimentally. Cross-validated redundancy methods were used to estimate Q^2 in this research. The table shows that both Q^2 values are more than zero, the leader membership exchange is 0.456, and work engagement has 0.606, which indicates that the model is predictively meaningful.

This chapter summarizes the data collected from 253 respondents and Smart PLS was used to analyze the data for these results, which includes a detailed look at the study's findings on how different types of behaviors such as problem-solving behavior, dwarfing behavior, and non-antagonizing behavior affected the work engagement results with or without mediating effect of leader-member exchange. The study shows that problem-solving behavior has a positive impact while dwarfing and non-antagonizing behavior are negatively related to work engagement.

Conclusion & Discussion

Our recent study explores the dynamic interplay between followers' conflict behavior and their level of work engagement within organizational teams. Central to this investigation is the role of problem-solving behavior during conflicts, which appears to be a critical factor influencing how individuals engage with their work. Conflict is an inevitable aspect of team interactions; however, the way it is managed especially by followers can either facilitate or hinder team effectiveness and engagement. Our findings underscore that constructive conflict behavior, particularly problem-solving approaches, has a positive influence on team engagement outcomes. Moreover, the study highlights the significance of leadership style in this relationship. Specifically, transformational leadership emerges as a key antecedent in fostering team work engagement. Leaders who inspire, intellectually stimulate, and individually consider team members are more likely to cultivate a high-quality team environment. This form of leadership not only enhances followers' motivation but also sets the tone for how conflict is handled within teams. One of the notable contributions of our research lies in examining the mediating and moderating mechanisms that influence these relationships. The quality of team membership exchange (TMX)



defined as the extent of mutual support, trust, and respect among team members was found to play a crucial role. High-quality TMX contributes to a more cohesive and collaborative team climate, making it easier for team members to manage interpersonal disagreements constructively. Importantly, TMX was found to moderate the relationship between transformational leadership and work engagement. This suggests that the positive impact of transformational leadership on engagement is significantly strengthened when the quality of team exchanges is high. In essence, even the most inspiring leaders may fall short in promoting engagement if team member interactions are characterized by mistrust or low collaboration. Therefore, TMX acts as an essential contextual factor that enhances the effectiveness of leadership behaviors. The findings suggest that for organizations aiming to boost employee engagement, a dual focus on leadership development and the cultivation of strong team relationships is necessary. In conclusion, our research offers new insights into the interconnectedness of leadership, conflict behavior, and team dynamics. It provides a valuable framework for future studies to further explore how follower behavior, leadership style, and interpersonal relationships converge to influence work engagement. By shedding light on these complex relationships, our work paves the way for more targeted interventions aimed at improving both individual and team-level outcomes in organizational settings.

Limitation & Future Recommendations

While our study offers important insights into the relationship between followers' conflict behavior, transformational leadership, team membership exchange (TMX), and work engagement, it is important to acknowledge several limitations that may impact the interpretation and generalizability of the findings.

First, the study relies on a cross-sectional research design, which limits our ability to draw definitive causal conclusions. Although we observed meaningful associations among the key variables, we cannot assert with certainty that transformational leadership or TMX causes higher work engagement, or that problem-solving conflict behavior directly results in improved team dynamics. Longitudinal or experimental research designs in future studies would offer a more robust basis for causal inference and provide deeper insights into how these relationships evolve over time. Second, the data was collected using self-reported questionnaires, which are subject to common method bias and social desirability effects. Participants may have over-reported positive behaviors such as problem-solving or under-reported negative conflict behaviors due to concerns about social approval or organizational expectations. While statistical controls may help reduce this bias, future research could benefit from incorporating multi-source data such as peer evaluations, supervisor ratings, or observational methods—to validate and triangulate findings. Third, the sample used in this study may not be representative of all organizational contexts. If the participants were drawn from specific industries, cultural backgrounds, or organizational structures, the results may not be easily generalizable to broader or more diverse populations. Leadership styles and team dynamics can vary significantly across sectors and cultures. Therefore, replication studies in different organizational settings and with more diverse demographic groups would enhance the external validity of our findings. Fourth, the study focused on transformational leadership as the sole leadership style. While this leadership approach is well-supported in literature for its positive effects on team outcomes, other leadership styles such as servant leadership, transactional leadership, or inclusive leadership may also interact with conflict behavior and TMX in



meaningful ways. Exploring multiple leadership approaches could provide a more comprehensive understanding of how leadership shapes team engagement. Finally, our conceptual model does not account for potential external factors such as organizational climate, workload, job autonomy, or support systems, which may also influence work engagement and conflict behavior. Integrating such contextual variables in future research would offer a more holistic view of the factors that contribute to or hinder team engagement.

In summary, while our study contributes valuable insights, these limitations should be addressed in future research to strengthen theoretical development and practical application in leadership and team dynamics. While the current research offers valuable insights, several avenues remain open for further exploration. Future studies are encouraged to employ longitudinal research designs to better understand how the relationships among leadership, conflict behavior, TMX, and work engagement evolve over time. Tracking these variables across different phases of team development could offer more accurate insights into causal pathways and temporal dynamics. Moreover, expanding the scope of leadership styles under examination could enrich the findings. Leadership approaches such as servant leadership, inclusive leadership, or ethical leadership may interact differently with team dynamics and conflict behavior, offering a broader understanding of the mechanisms that drive engagement. Another recommendation is to explore the role of cultural and organizational context in shaping these relationships. As leadership styles and conflict responses may vary across cultural boundaries, cross-cultural research could test the universality of our findings and provide more globally relevant conclusions. Finally, integrating external factors such as organizational support, psychological safety, job design, and workload into future models would allow for a more comprehensive analysis of the drivers of work engagement. By considering both individual behaviors and environmental factors, researchers can develop more holistic and actionable strategies for enhancing team performance and well-being.

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