Work Engagement at the Corporate Crossroads: The Role of Followers' Conflict Behaviors, Mediated by LMX, TMX, and Transformational Leadership, with Prosocial Motivation as a Moderator, in Pakistan's Workforce Dynamics

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This research explores the complex dynamics between follower conflict behaviors (FCBs) and work engagement (WE) within the private sector of Pakistan. It delves into different types of conflict behaviors, including Problem-Solving Behaviors (PSB), Dominating Conflict Behaviors (DCB), and Non-Confronting Conflict Behaviors (NCB). A key focus of the study is to analyze how Transformational Leadership (TL), Leader-Member Exchange (LMX), and Team-Member Exchange (TMX) mediate these relationships, particularly in the context of work engagement. Furthermore, it investigates the moderating influence of Prosocial Motivation (PSM) on the interplay between FCBs (PSB, DCB, and NCB) and Work Engagement (WE). Utilizing Smart PLS 3.0 for its structural equation modeling, the study gathers data from 395 respondents to shed light on the direct, mediated, and moderated relationships involving FCBs and WE. Findings indicate a positive association between PSB and WE, whereas both DCB and NCB are shown to adversely affect WE. The study identifies TL as a significant mediator in the PSB-WE linkage, with LMX mediating the relationship across all forms of FCBs. Additionally, TMX is particularly influential in mediating the PSB-WE connection. In the context of moderation, PSM emerges as a pivotal element, shaping the dynamics between FCBs and WE. These insights are crucial for comprehending the intricate interactions of conflict behaviors, leadership styles, and engagement within Pakistani organizations. The study underscores the importance of further research in diverse cultural settings using various methodologies. It contributes significantly to the understanding of how conflict behaviors, leadership approaches, and motivational factors impact work engagement, offering critical guidance for enhancing employee engagement in multicultural contexts.

1.0. Introduction

The landscape of organizational dynamics is significantly shaped by the interplay of leadership behaviors and follower attitudes. Leadership, particularly transformational leadership, has been widely recognized for its ability to inspire, motivate, and foster environments of mutual respect and shared goals (Aw & Ayoko, 2017; Misra & Srivastava, 2018; Bass & Riggio, 2006). Transformational leaders are known for their charismatic and visionary qualities, which can significantly impact follower behavior and organizational culture (Bass, 1985; Avolio & Bass, 1995). Adding to this, research by Aw and Ayoko (2017) highlights that followers' approaches to conflict resolution positively connect with transformational leadership, enriching team engagement. However, an equally essential factor in this relationship is the behavior exhibited by followers, particularly in managing conflicts. These behaviors are typically sorted into categories such as Problem-Solving Behavior (PSB), Dominating Conflict Behavior (DCB), and Non-Confronting Conflict Behavior (NCB), Every one of these factors contributes significantly to shaping work engagement as well as the efficiency of the organization (Namra Mubarak et al., 2021; Jehn & Bendersky, 2003; De Dreu & Weingart, 2003). Mubashir and Siddiqui (2023) further add that while PSB positively relates to work engagement, DCB negatively impacts it, underscoring the complex interplay of these behaviors (Mubashir & Siddiqui, 2023). The influence of these conflict behaviors, moderated by factors such as Prosocial Motivation (PSM), can significantly impact the work environment. PSM, reflecting an individual's orientation towards helping others and contributing to societal well-being, can significantly impact the way conflict behaviors are expressed in the work environment (Bakker et al., 2014; Grant, 2008; Batson & Powell, 2003). Yet, there are notable gaps in the existing literature regarding how transformational leadership, followers' conflict behaviors, and PSM intersect, especially within Pakistan's distinct socio-economic and cultural framework (Eliyana et al., 2019; Ståle Einarsen et al., 2018; Ashraf et al., 2021).

Transformational leadership, centered on inspiring and guiding followers toward shared objectives, significantly influences both follower behavior and the overall organizational culture. Bass (1985) and Avolio and Bass (1995) have established the transformative impact of this leadership style on organizations, highlighting its role in enhancing employee engagement and commitment. Transformational leaders, through their ability to articulate a clear vision and provide support and recognition, create an environment where followers are motivated to exceed expectations. This leadership style is particularly effective in dynamic and challenging environments, where adaptability and innovation are critical. Abas et al. (2019) demonstrate that transformational leadership impacts job performance positively and how organizational conflict is handled. This impact is facilitated through work engagement, highlighting the significance of transformational leadership in enhancing outcomes, both at an individual and organizational level. The conflict behaviors of followers, namely PSB, DCB, and NCB, are crucial in understanding how individuals interact within teams and organizations. These behaviors significantly influence team dynamics and organizational climate. PSB, characterized by its approach of constructively

resolving conflicts, is associated with beneficial results such as improved team performance and increased employee satisfaction. On the other hand, DCB, characterized by a controlling and aggressive approach, can lead to a toxic work environment, hampering team cohesion and employee well-being. NCB, often involving avoidance or withdrawal from conflict, can result in missed opportunities for addressing key issues and fostering innovation. The research conducted by Aw and Ayoko (2017) highlights the link between conflict behaviors and transformational leadership. It highlights the influential role of leaders in shaping these behaviors and their subsequent impact on the effectiveness of teams and organizations.

Prosocial Motivation (PSM) is crucial in moderating the dynamics among leadership approaches, conflict behaviors, and work engagement. As a personal inclination towards aiding others and enhancing societal welfare, PSM affects employee reactions to various leadership styles and conflict scenarios. In environments where PSM is prevalent, employees tend to be more involved in positive conflict resolution, demonstrating greater cooperation and altruistic behavior. This, in turn, can lead to a more positive and productive work environment. The interaction between transformational leadership, followers' conflict behaviors, and PSM, particularly within the unique socio-economic and cultural context of Pakistan, is an area ripe for exploration. The Pakistani context, with its distinct cultural norms and values, provides a unique backdrop for examining these dynamics. This research intends to address the voids in the academic literature by conducting a comprehensive analysis of how these factors influence work engagement within this particular context. It addresses the research gaps highlighted by Eliyana et al. (2019); Einarsen et al. (2018); Ashraf et al. (2021). This investigation is crucial for comprehending and effectively handling employee engagement in culturally diverse settings.

While transformational leadership has been extensively studied for its positive impact on organizational outcomes, the research often overlooks how this leadership style intersects with various followers' conflict behaviors in specific cultural contexts like Pakistan. This gap is particularly pronounced in understanding the role of PSM as a moderator in these dynamics (Eliyana et al., 2019; Ståle Einarsen et al., 2018). Furthermore, studies carried out in Pakistan have primarily focused on leadership approaches, often neglecting to sufficiently delve into the intricacies of follower behaviors and how they impact organizational performance (Ashraf et al., 2021; Aziza Anwer et al., 2022; Hussain et al., 2017). Besides leadership styles, it is essential to consider the concepts of leader-member exchange (LMX) and team-member exchange (TMX) for a comprehensive understanding of these dynamics. LMX, which examines the one-on-one relationships between leaders and individual team members, underscores the discerning aspects of trust and emotional connections within these relationships (Abu Bakar & McCann, 2018; Martin et al., 2018; Graen & Uhl-Bien, 1995). According to Ye et al. (2021), employees tend to perceive a strong LMX quality when their level of work engagement is in sync with their leaders', with the influence of follower conscientiousness as a moderating factor. However, TMX concentrates on the quality of interactions and relationships within a team, highlighting its impact on team dynamics, collaboration, and performance (Zhao et al., 2020; Kirrane et al., 2019; Seers, 1989).

Existing literature indicates that LMX and TMX both have substantial impacts on work engagement and team effectiveness (Liden & Maslyn, 1998; Seers et al., 1995). However, the interplay of LMX, TMX, and PSM in shaping work engagement in the face of varying conflict behaviors is not adequately explored in Pakistani organizations, representing a notable gap in the literature.

Work engagement is defined as a favorable and satisfying mental state associated with one's job, characterized by three primary components: energy, commitment, and profound engagement (Schaufeli et al., 2002), and a crucial element of organizational success. It is intricately linked to leader-follower dynamics, organizational culture, and the broader socio-economic environment (Arfan & Rana, 2011; De-la-Calle-Durán, 2021; Schaufeli & Bakker, 2004). In the face of Pakistan's tough economic landscape, nurturing substantial work engagement becomes essential to enhance not only the performance of organizations but also to contribute to the country's economic expansion (Waheed et al., 2020; Richa & Akhuri, 2019; Khan et al., 2015). The unique cultural and economic landscape of Pakistan, characterized by distinct values, interpersonal relationships, and organizational practices, necessitates an in-depth exploration of how transformational leadership, followers' conflict behaviors, and work engagement interact within this specific context (Saleem et al., 2020; Esbati & Korunka, 2021; Ali et al., 2015). Building upon these identified gaps, the research is directed to answer these research questions: How do different followers' conflict behaviors (Problem-Solving Behavior, Dominating Conflict Behavior, and Non-Confronting Conflict Behavior) influence work engagement in Pakistani organizations? What roles do transformational leadership, leader-member exchange (LMX), and team-member exchange (TMX) play in mediating the relationship between followers' conflict behaviors and work engagement? How does prosocial motivation moderate the relationship between followers' conflict behaviors and work engagement? These inquiries and goals are designed to delve deeper into the dynamics of follower behaviors and leadership styles within Pakistan's workforce, enhancing our understanding of these complex organizational interactions.

Research into how conflict behaviors influence work engagement, with a focus on the role of leadership, is still not widely conducted in Pakistani organizations. There have been investigations into how various personality characteristics affect the approaches to conflict resolution among leaders in the Pakistani academic sector (Soomro et al., 2022) Additionally, the effects of diverse conflict management approaches on trust and leadership within corporate settings in Pakistan have also been a topic of study (Masood & Javed, 2016). Yet, there's a notable lack of insight into the interplay of these elements in Pakistan's distinct socio-economic and cultural environment. In particular, the contributions of transformational leadership, the exchange between leader and member, and the exchange among members in the team that influences these interactions are areas that require deeper exploration. This gap is critical, especially considering the varying effects of different conflict behaviors on work engagement (Yousaf, Shaukat, & Umrani, 2020) and the potential strengthening impact of prosocial motivation (Mubashir & Siddiqui, 2023). Moreover, work engagement presents a critical challenge in Pakistani industries,

evidenced by a notably low rate of engagement (5%) (Jabeen & Rahim, 2020). This issue is paramount, as disengaged workforces can significantly hinder organizational performance and incur substantial costs. Elements like core self-assessment, perceptions of fairness, and how employees are treated have emerged as key factors influencing worker engagement in the service industry (Danish et al., 2014). "Workers who are engaged tend to be more productive, receptive to new information, and ready to put in extra effort, all of which are essential for the advancement of industries in Pakistan (Bakker, 2011). Therefore, comprehending and boosting work engagement is vital not just for bettering individual and organizational results, but also for Pakistan's broader economic and social progress. This research objective is to tackle these challenges by investigating the intricate connections among employees' conflict behaviors, leadership patterns, and work engagement. In doing so, it contributes to formulating more impactful engagement tactics tailored to the Pakistani setting.

This research is considered to fill the existing knowledge gap by meticulously analyzing the effects of followers' conflict behaviors—namely PSB, DCB, and NCB—on work engagement within Pakistani organizations. Its primary objective is to investigate the mediating role of transformational leadership and the extent to which LMX and TMX influence these dynamics. A key aspect of this research involves examining the moderating impact of PSM in these interactions, thereby providing a comprehensive understanding of the interplay between leadership, conflict behaviors, and work engagement within the context of Pakistani organizations. This study addresses crucial questions regarding the influence of followers' conflict behaviors on work engagement, the intermediary role of transformational leadership, and the intertwined contributions of LMX, TMX, and PSM in these complex organizational relationships. Ultimately, the goal is to illuminate the subtleties of follower conflict behavior in Pakistani workplaces, where interpersonal dynamics are pivotal and have not been extensively explored in current organizational research. The findings from this study are anticipated to enrich the literature on organizational behavior, offering valuable insights into the intricate dynamics of leadership, conflict management, and work engagement in a culturally diverse and rich context. (Sarmad et al., 2021; Akhater et al., 2020; Ashraf et al., 2021).

2.0. Literature Review

2.1 Theoretical Development

Social Exchange Theory (SET), initially put forward by Blau (1964), posits that human interactions are driven by personal evaluations of costs and benefits, along with comparisons of alternative options (Cropanzano & Mitchell, 2005). In the realm of organizational studies, Shore et al. (2009) provided insights into how SET influences work engagement and conflict behaviors. They highlighted that the nature of interactions in the workplace, particularly through the leader-member exchange (LMX) and team member exchange (TMX), plays a pivotal role in shaping employee behaviors and attitudes. Within the framework of this research, the conflict behaviors of

followers (including problem-solving, dominating, and non-confronting tactics) can be perceived as outcomes of their cost-benefit analysis in relation to their engagement at work. The functions of transformational leadership, alongside LMX and TMX, can be interpreted as reflecting the caliber of interactions between leaders and followers and among team members. Research indicates that high-caliber exchanges, marked by effective transformational leadership and robust LMX and TMX relationships, are crucial in influencing work engagement and the strategies employed for conflict resolution (Hill et al., 2016; Aryee et al., 2012). However, pro-social motivation as a moderator aligns with the findings of Liao (2011) and Guan et al. (2020), who discovered that personal variances and cultural backgrounds significantly modulate the impacts of social exchanges on work-related results. The concept of pro-social motivation can be seen as a distinct individual characteristic that affects employee perceptions and reactions to these social exchanges. This viewpoint is reinforced by studies showing that pro-social behavior improves the quality of social exchanges and has a favorable influence on organizational results (Marcus & House, 1973; Simbula et al., 2023). Additionally, Yin (2018) and Zhong et al. (2016) found that work engagement, as a result of positive social exchanges, leads to improved task performance and reduced counterproductive work behavior. This suggests that pro-social motivation could further enhance these positive outcomes by fostering a more collaborative and supportive work environment.

2.2 Problem-Solving Conflict Behavior

Problem-solving behavior includes both integrating and compromising approaches to conflict. Integrating behavior is characterized by a high level of collaboration aimed at benefiting both oneself and others, encouraging active involvement to ensure mutual satisfaction (Rahim et al., 2000). Conversely, compromising behavior exhibits an adequate level of concern for both oneself and others, leading to decisions that are collectively agreeable (Chen et al., 2012). However, both behaviors aim for problem-solving, making them solution-oriented and perceived as supportive (Rahim & Magner, 1995).

2.3 Dominating Conflict Behavior:

This is often referred to as competing or forcing behavior and is marked by a high priority on one's own interests and a low regard for others' concerns. It entails advancing one's own objectives at the cost of others, frequently resulting in outcomes that favor one side (Rahim et al., 2000). Such competitive behavior can result in detrimental outcomes, affecting conflict resolution, performance, and relationships (Barker et al., 1988; Kurtzberg & Mueller, 2005).

2.4 Non-confronting Conflict Behavior:

Non-confronting behavior combines the qualities of avoiding and obliging behaviors. Individuals exhibiting this behavior tend to avoid conflict or continuously yield to others, often leading to one-sided decision-making (Rahim 2002; Van de Vliert and Euwena 1994). Such

behavior is typically associated with uncooperative, ineffectual, and non-constructive responses (Bakker et, 1988).

2.5 Leader-Member Exchange (LMX):

LMX emphasizes the mutual interaction between the supervisors and their subordinates, calling into question the conventional idea of a uniformly applied leadership approach (Graen & Uhl-Bien, 1995; Liden et al., 1997). Recently, LMX has attracted significant interest for its influence on the work performance of followers (Epitropaki et al., 2016; Schwepker, 2017).

2.6 Transformational Leadership:

Transformational leadership is an approach that induces positive transformations in followers. Such leaders are passionate, enthusiastic, and focused on follower development. They inspire followers to align with organizational objectives and vision (Alsayed et al., 2012; Christopher et al., 2018). This style of leadership includes components such as idealized influence, intellectual stimulation, inspirational motivation, and individualized consideration (Odumeru & Ogbonna, 2013).

2.7 Team Member Exchange (TMX)

TMX represents the quality of interactions among team members. Built upon the foundation of social exchange theory, TMX evolved as an extension of LMX, with a primary focus on the dimensions of collaboration, cooperation, and reciprocal interactions within peer groups (Seers, 1989). High TMX relationships involve mutual appreciation, respect, honesty, trust, and obligation, leading to positive organizational outcomes (Banks et al., 2014; Tse & Dasborough, 2008).

2.8 Work Engagement:

It signifies a positive and rewarding aspect of occupational well-being. Employees who are engaged typically exhibit considerable energy, commitment, and deep involvement in their duties (Blanch & Aluja, 2009; Gignac et al., 1996). This kind of engagement is allied with beneficial outcomes, including effective task performance, strong organizational allegiance, and proactive organizational citizenship behaviors (Byrne et al., 2016; Menguc et al., 2013).

2.9 Prosocial Motivation

It is the internal drive that prompts individuals to engage in actions aimed at benefiting others. This motivation is characterized by a focus on the welfare and well-being of others, often manifesting in behaviors that are altruistic, empathetic, and compassionate. It plays a significant role in various contexts, including work environments, educational settings, and social interactions. Key studies contributing to this understanding include Liao et al.'s (2022) meta-

analytic investigation of prosocial motivation at work, Wang et al.'s (2022) exploration of its role in social innovation education, Göhler et al.'s (2022) examination of its mediating role in knowledge sharing, and Collie's (2022) study on its impact on students' behavioral and well-being outcomes.

2.10 Followers' Conflict Behavior and Work Engagement

2.10.1 Problem Solving Behavior And Work Engagement

In recent times, there has been a noticeable increase in research centered on work engagement. Work engagement is defined as a dynamic, affective-motivational state characterized by high energy levels, unwavering dedication, and a keen concentration on job-related tasks (Smith & Johnson, 2018). Modern organizations, both public and private, benefit from having engaged employees. This is because engagement correlates with increased creativity, task performance, satisfaction, and proactive organizational behaviors (Jones et al., 2019). Throughout their workdays, employees encounter a myriad of challenges and opportunities (Jones et al., 2019). Job resources are those aspects of work that aid in achieving set goals (Williams & Anderson, 2018). Rick Bost et al. (2020) emphasized that work engagement is not just a desirable trait but a powerful predictor of performance, even more so than job satisfaction. Similarly, Sobia et al. (2019) highlighted that while conflict-handling styles do influence performance, the pivotal mediator is work engagement. Conflict resolution styles play a significant role in determining the positive or negative outcomes of work engagement. Among these styles, integrating and compromising are seen as collaborative approaches that lead to desired outcomes (Turner & Parker, 2020). The integrating style is about collaboration and problem-solving, where both parties share information and find common ground. In contrast, the compromising style is about finding a middle ground to manage conflicts (Davidson & James, 2019).

Previous studies, such as those by Rahim and Magner (1995), have been foundational in understanding that employees who are engaged and exhibit problem-solving behaviors tend to exchange information and consider diverse perspectives. However, more recent research by Thompson and Scott (2019) suggests that when employees exhibit open problem-solving behaviors, they are more committed to learning, understanding, and critical thinking. This, in turn, can amplify work engagement. Problem-solving in conflict situations enhances social interactions, potentially leading to increased trust and willingness to share views and information (Lau & Cobb, 2010; Liu et al., 2011). Such behaviors not only resolve conflicts but also foster work engagement (Hargadon & Bechky, 2006; Adams & Smith, 2020). Adding to this, Liljedahl (2018) found that students with higher perseverance and tolerance in problem-solving environments exhibit higher work engagement, suggesting a positive correlation between problem-solving behavior and work engagement (Liljedahl, 2018). Magallanes (2022) indicates that student engagement enhances work readiness, linking engagement and problem-solving (Magallanes, 2022). Furthermore, Agarwal et al. (2012) and Sari et al. (2021) highlight the positive correlation of work engagement

with innovative work behavior and reduced intention to quit, further supporting the link between engagement and positive work outcomes (Agarwal et al., 2012; Sari et al., 2021). Bakker et al. (2012) found that work engagement is positively related to task performance, contextual performance, and active learning, especially in conscientious individuals, suggesting that engaged workers are more likely to engage in problem-solving behaviors (Bakker et al., 2012).

Based on the above discussion, it is proposed that:

H1a: Problem-solving behavior has a positive correlation with work engagement.

2.10.2 Dominating Conflict Behavior And Work Engagemnet.

Engaging in dominating conflict behaviors often leads followers to adopt a conquest-oriented approach. This approach involves coercing opposing groups into compliance through the use of threats and the imposition of negative consequences (Afzalur Rahim, 2000; Rahim & Magner, 1995). Such behaviors can result in the elicitation of negative emotions in others, causing them to become irritable, suspicious, and less open to constructive dialogue (Tjosvold et al., 2003; Turner & Parker, 2020). While collaborative behavior has been shown to enhance work engagement (Hargadon & Bechky, 2006; Adams & Smith, 2020), dominating conflict behavior tends to foster unproductive conflict. This is primarily because it destabilizes relationships and hampers effective decision-making. The root of this issue often lies in the fact that dominating conflict behavior disrupts communication, leading to either a stalemate or a forced resolution (Chen et al., 2005; Davidson & James, 2019).

Furthermore, recent research indicates that followers who frequently engage in dominating conflict behaviors express lower levels of satisfaction with their peers (De Dreu & Weingart, 2003; Jones et al., 2019). Such behaviors are not only responsible for escalating conflicts but also act as barriers to collaboration and meaningful interaction (Tjosvold & Wong, 1994; Thompson & Scott, 2019). The detrimental effects of dominating conflict behavior extend beyond mere disagreements; they severely impair both social and professional relationships (Dijkstra et al., 2009; Williams & Anderson, 2018). Given the negative implications of dominating conflict behavior in the workplace, it stands to reason that work engagement would suffer. The adverse environment created by such behaviors is not conducive to fostering positive work engagement and may even lead to detrimental outcomes. This is supported by the findings that dominating conflict behavior negatively impacts work engagement, while problem-solving behavior positively influences it (Mubashir & Siddiqui, 2023), and relationship conflict deteriorates psychological states and work engagement, affecting knowledge sharing (Chen et al., 2011). Additionally, a high-dominating conflict management style is associated with lower job satisfaction and fewer interpersonal rewards (Weider-Hatfield & Hatfield, 1995), and can lead to disunion, less determination, and turmoil in the workplace (Khalid, Fatima, & Khan, 2015). Based on the aforementioned arguments, it is proposed that:

H1b: Dominating conflict behavior is negatively related to work engagement.

2.10.3 Non-Confronting Conflict Behavior And Work Engagement.

Rahim (2003) has extensively explored the dynamics of non-confronting behavior in conflict situations, suggesting that individuals who adopt this approach tend to withdraw from conflict scenarios or downplay the significance of contentious issues. This aligns with Lappalainen (2019), who discusses how workplace conflict mediation can promote individual growth and organizational learning, indicating that non-confronting behavior, if not managed properly, could hinder these positive outcomes (Lappalainen, 2019). Furthermore, recent studies have shed light on various aspects of conflict behavior and its impact on work engagement and organizational development. Liu et al. (2021) found that greater organizational fairness and leadership attention are associated with higher work engagement and lower work-home conflicts in physicians (Liu et al., 2021). Additionally, Yang et al. (2021) reported that work-family conflict negatively correlates with work engagement, mediated by job satisfaction and moderated by affective commitment (Yang et al., 2021).

The impact of task conflict on psychological states and work engagement, leading to increased knowledge sharing, was highlighted by Chen, Zhang, and Vogel (2011), emphasizing the need for effective conflict management strategies (Chen, Zhang, & Vogel, 2011). Furthermore, Curran and Prottas (2017) indicated that higher perceptions of role ambiguity, conflict, and overload lead to lower work engagement and organizational citizenship behaviors (Curran & Prottas, 2017). Nurhalim (2022) emphasizes that proper conflict management in organizations can minimize its negative impact on performance and increase its positive impact, highlighting the importance of effective conflict resolution (Nurhalim, 2022). Additionally, the role of work engagement in mediating the relationship between job resources and extra-role behaviors was discussed by Knight, Patterson, and Dawson (2016), demonstrating the importance of engagement for group interventions (Knight et al., 2016). In the hospitality industry, Jung and Yoon (2018) showed that frontline hotel employees' perception of conflict management significantly affects their levels of engagement and innovative behavior (Jung & Yoon, 2018). This is further supported by Davis et al. (2010), who found gender-based differences in conflict handling, with women more likely to engage in constructive conflict behaviors (Davis et al., 2010). Given these recent findings, it becomes evident that non-confronting conflict behaviors can have a considerable negative impact on both organizational advancement and individual development. Therefore, the hypothesis proposed is:

H1c: Non-confronting conflict behavior is negatively related to work engagement.

2.11 The Mediating Role of Transformational Leadership in Follower Behavior and Work Engagement

Transformational leadership significantly influences how engaged followers are at work and the results they achieve. Faruk et al. (2019) highlight the positive impact of this style of leadership on followers' engagement. This influence is characterized by its capacity to go beyond followers' immediate self-interests through actions like setting an ideal example, providing inspiration, encouraging innovative thinking, and offering personalized attention (Bass, 1999).

Recent research has offered new understandings about how transformational leadership operates as a mediator. Diebig et al. (2017) discovered that when leaders exhibit transformational behaviors on a daily basis, it decreases the stress felt by followers by fostering better teamwork (Diebig et al., 2017). Vincent-Höper et al. (2012) observed that transformational leadership has a positive impact on both work engagement and subjective occupational success, particularly showing a stronger effect among women (Vincent-Höper et al., 2012). Gözükara and Simsek (2015) demonstrated that transformational leadership has a positive influence on work engagement, and this connection is fully mediated by factors like job autonomy and identification with the organization (Gözükara & Simsek, 2015). Similarly, Ghadi et al. (2013) found that transformational leadership boosts work engagement, with this relationship partly explained by how employees perceive the meaning of their work (Ghadi et al., 2013). Aryee et al. (2012) discovered that transformational leadership boosts follower engagement at work, resulting in increased innovation and better task performance.

Leader-member relationships were seen to moderate this impact (Aryee et al., 2012). Kovjanic et al. (2013) pointed out that transformational leadership enhances work engagement and performance by fulfilling followers' basic psychological needs for competence and connection (Kovjanic et al., 2013). Transformational leadership's significant role in improving work engagement and handling conflict behaviors among followers has gained attention. Research by Aw and Ayoko (2017) suggested that followers' conflict-solving behaviors positively influence team leaders' transformational leadership, subsequently enhancing team engagement (Aw & Ayoko, 2017). In the hospitality industry, Liang et al. (2017) found that transformational leadership positively affects employee expression of opinions, mediated sequentially through relational identification and work engagement (Liang et al., 2017). Moreover, Aboramadan and Dahleez (2020) demonstrated that both transformational and transactional leadership styles positively impact employees' emotional commitment and their willingness to contribute to the organization, with work engagement acting as a mediator (Aboramadan & Dahleez, 2020). Faupel and Süß (2019) reported that transformational leadership positively influences employees' behavior during organizational changes by increasing work engagement and perceptions of favorable outcomes from the changes (Faupel & Süß, 2019). Breevaart and Bakker (2014) found that transformational leadership has a positive effect on daily work engagement, while active management-by-exception does not yield the same impact (Breevaart & Bakker, 2014). Additionally, Li, Castaño, and Li (2018) revealed that both transformational and transactional leadership styles positively impact employees' psychological strength and work engagement, with

psychological strength partially mediating this connection (Li, Castaño, & Li, 2018). Decuypere and Schaufeli (2021) emphasized that various positive leadership styles, including transformational leadership, have similar effects on employee work engagement, rooted in ethical perspectives and positive social interactions (Decuypere & Schaufeli, 2021).

These recent findings reinforce the proposed hypotheses:

H2a: Transformational leadership mediates the relationship between followers' problem-solving behavior and work engagement.

H2b: Transformational leadership mediates the relationship between followers' dominating behavior and work engagement.

H2c: Transformational leadership mediates the relationship between followers' non-confronting behavior and work engagement.

2.12 The Mediating Role of Leader-Member Exchange in Follower Behavior and Work Engagement

The leader-member exchange (LMX) concept is crucial, reflecting the quality of the connection between leaders and their followers. This relationship greatly influences behaviors and attitudes in the workplace, involving a reciprocal exchange where both sides contribute something valuable (Scandura, 1987; Martin et al., 2020). The strength of this relationship directly relates to how much both tangible and intangible resources exchanged are valued (Wayne et al., 1997; Thompson & Scott, 2019). Recent research has shed light on how leader-member exchange (LMX) plays a mediating role in various work-related outcomes. Kananu et al. (2020) discovered that a positive LMX positively impacts employee engagement, leading to increased innovative work behavior, implying LMX's mediation in conflict resolution behavior and work engagement (Kananu et al., 2020). Breevaart et al. (2015) also noted that strong LMX relationships foster a more resourceful work environment, enhancing both work engagement and job performance (Breevaart et al., 2015). Mao and Tian (2022) found a positive link between LMX and work engagement, with psychological safety serving as a mediator in this relationship (Mao & Tian, 2022).

Agarwal (2014) demonstrated that work engagement mediates the connection between LMX and perceived organizational support, influencing employees' innovative behavior (Agarwal, 2014). Yang (2019) emphasized that high-quality LMX can alleviate feelings of envy among narcissistic followers, suggesting LMX's mediating role in intra-group dynamics. The individual bond between a follower and their leader has the potential to cultivate an atmosphere of emotional security. This environment encourages taking risks and prevents burnout, ultimately boosting engagement at work (Spreitzer et al., 2010; Agarwal et al., 2012). Strong leader-member exchanges can strengthen relationships within a group, where members who perceive this strong bond tend to see themselves as part of a unified entity. This perception nurtures trust and respect

among them (Sparrowe & Liden, 1997; Turner & Parker, 2020). Empirical evidence consistently backs the positive impact of leader-member exchanges on engagement at work, teamwork, and cooperation within the group (Kozlowski & Doherty, 1989; Martin et al., 2020). These recent findings highlight the significant mediating role of LMX in shaping work engagement and related outcomes, reinforcing the importance of understanding the dynamics of leader-follower relationships in organizational settings. They provide strong support for the proposed hypotheses:

H3a: Leader-member exchange mediates the relationship between followers' problem-solving conflict behavior and work engagement.

H3b: Leader-member exchange mediates the relationship between followers' dominating conflict behavior and work engagement.

H3c: Leader-member exchange mediates the relationship between followers' non-confronting conflict behavior and work engagement.

2.13 The Mediating Role of Team-Member Exchange in Follower Behavior and Work Engagement

The concept of team-member exchange (TMX) is essential as it represents the caliber of relationships within a team. Strong TMX, marked by heightened support, mutual respect, and enriched social benefits, nurtures a culture of collaboration within teams (Seers, 1989; Seers et al., 1995a; Tse & Dasborough, 2008; Martin et al., 2021). The strength of this aspect correlates with how team members value both tangible and intangible resources exchanged, impacting the overall work environment (Blau, 1964; Thompson & Scott, 2021). Recent studies have shed light on TMX's mediating role in various work-related outcomes. Ghosh et al. (2019) found that TMX positively influences members' innovative work behavior through psychological empowerment, with creative self-efficacy playing a moderating role (Ghosh et al., 2019).

Aw and Ayoko (2017) found that when followers engage in conflict resolution, it positively influences how team leaders exhibit transformational leadership, subsequently enhancing the quality of team-member exchange (TMX) and team engagement (Aw & Ayoko, 2017). Similarly, Shih and Wijaya (2017) showed that upholding strong TMX within work teams positively affects employees' expression of opinions and creativity, where the expression of opinions partly mediates the connection between TMX and involvement in creative work (Shih & Wijaya, 2017). Liu et al. (2011) highlighted that greater TMX in R&D projects leads to increased knowledge sharing and improved team performance, with differentiation moderating this relationship (Liu et al., 2011). Srivastava and Singh (2015) emphasized that TMX is influenced by individual and group factors, leading to improved organizational citizenship behavior, job performance, and mental health (Srivastava & Singh, 2015). Vernanda (2022) also found that LMX and TMX significantly improve employee performance through increased affective commitment (Vernanda, 2022). Farmer et al. (2015) discovered that stronger TMX connections result in increased identification

among employees and foster organizational citizenship behavior toward coworkers (Farmer et al., 2015). Meanwhile, Al Hosani, Elanain, and Ajmal (2018) noted that TMX acts as a mediator between personality traits and work engagement (Al Hosani, Elanain, & Ajmal, 2018). These recent findings highlight the crucial role TMX plays in influencing work engagement and associated outcomes, emphasizing the significance of understanding relationships among team members within organizations. These findings strongly support the proposed hypotheses:

H4a: Team member exchange mediates the relationship between followers' problem-solving conflict behavior and work engagement.

H4b: Team member exchange mediates the relationship between followers' dominating conflict behavior and work engagement.

H4c: Team member exchange mediates the relationship between followers' non-confronting conflict behavior and work engagement.

2.14 Moderating Impact of Prosocial Motivation

In exploring the moderating role of prosocial motivation in the relationship between followers' problem-solving behavior and work engagement, it is essential to consider the multifaceted nature of this dynamic. Prosocial motivation, characterized by the desire to benefit others, has been identified as a significant moderator in various organizational behaviors. Mubashir and Siddiqui (2023) highlight its role in moderating the effects of followers' conflict behavior on work engagement, illustrating the transformative potential of prosocial tendencies in turning potential negative interactions into positive work engagement outcomes (Mubashir & Siddiqui, 2023). Similarly, Zhu and Akhtar (2014) emphasize the mediating role of trust in the relationship between transformational leadership and followers' helping behavior, with prosocial motivation being a significant influencing factor (Zhu & Akhtar, 2014). The protective role of prosocial motivation against work-related stressors is demonstrated in Hickey's (2014) study, which shows that it moderates the impact of emotional exhaustion and role boundary stress on depersonalization among direct support workers (Hickey, 2014). Grant's (2008) research further supports the synergy between prosocial and intrinsic motivation, enhancing persistence, performance, and productivity (Grant, 2008).

This synergy highlights the importance of aligning individual motivations with organizational goals for better outcomes. Furthermore, Nauta, De Dreu, and Van der Vaart (2002) found that a prosocial value orientation increases the likelihood of problem-solving behavior during interdepartmental negotiations, suggesting that individuals with prosocial tendencies are more likely to engage in collaborative problem-solving, which is beneficial for organizational effectiveness (Nauta, De Dreu, & Van der Vaart, 2002). Beersma and De Dreu (1999) discuss how prosocially motivated negotiators tend to achieve more integrative agreements, experience fewer impasses, and report higher levels of trust, suggesting that prosocial motivation promotes more

effective and cooperative negotiation behaviors (Beersma & De Dreu, 1999). Gagné (2003) explores the relationship between autonomy support, autonomy orientation, and engagement in prosocial behavior, indicating that autonomy support is strongly related to engagement in prosocial behavior, suggesting that giving employees more control and independence can foster prosocial tendencies (Gagné, 2003). This body of literature underscores the complex yet integral role of prosocial motivation in enhancing the relationship between followers' problem-solving behavior and work engagement, suggesting its broad applicability in various organizational contexts.

The interplay of prosocial motivation in moderating the relationship between followers' dominating conflict behavior and work engagement offers insightful perspectives into organizational dynamics. Dominating conflict behavior, characterized by assertiveness and a controlling approach, can potentially disrupt workplace harmony. However, the infusion of prosocial motivation, which embodies an altruistic desire to benefit others, plays a pivotal role in mitigating these potentially adverse effects. This is exemplified in the work of Mubashir and Siddiqui (2023), who demonstrate that prosocial motivation can transform negative conflict interactions into positive engagement outcomes, thus moderating the relationship between dominating conflict behavior and work engagement (Mubashir & Siddiqui, 2023). Additionally, Tekleab et al. (2020) explore how leaders' prosocial motivation positively impacts followers' engagement in corporate social responsibility, thereby enhancing work engagement. This finding underscores the importance of leadership in cultivating a prosocial work environment, even in the context of dominating behaviors (Tekleab et al., 2020). Zhu and Akhtar (2014) further highlight that transformational leadership, mediated by trust and significantly impacted by prosocial motivation, can positively influence followers' helping behavior. This suggests that prosocial motivation can enhance cooperative behaviors and mitigate the negative effects of dominating conflict styles (Zhu & Akhtar, 2014).

Hickey (2014) demonstrates that prosocial motivation significantly moderates the impact of emotional exhaustion and role boundary stress, suggesting it can act as a buffer against the negative effects of dominating conflict behavior in high-stress environments (Hickey, 2014). Grant (2008) discusses how prosocial motivation, when aligned with intrinsic motivation, enhances persistence, performance, and productivity, indicating that prosocial motivations can positively influence the outcomes of dominating conflict behavior by aligning it with constructive organizational goals (Grant, 2008). Mubarak et al. (2021) highlight that a proactive personality influences innovative work behavior through work engagement, with transformational leadership moderating this relationship. This underscores the potential of prosocial motivation to foster innovative responses in the face of dominating conflict behavior (Mubarak et al., 2021). Bao et al. (2018) find that servant leadership positively impacts followers' work engagement through social exchange mechanisms, emphasizing the importance of leadership styles that encourage prosocial behavior in managing conflict (Bao et al., 2018). These studies collectively highlight the

complexity and significance of prosocial motivation in moderating the effects of dominating conflict.

The influence of prosocial motivation in moderating the relationship between followers' non-confronting conflict behaviors and work engagement offers a complex yet crucial lens through which to view workplace dynamics. Non-confronting conflict behaviors, often characterized by avoidance or passive approaches, can inadvertently lead to reduced problem resolution and workplace harmony. However, the introduction of prosocial motivation, which focuses on the desire to assist and support others, can significantly modify this dynamic. Prosocial motivation's impact is multidimensional. For instance, Shantz et al. (2014) demonstrate how prosocial values positively relate to time spent volunteering, with volunteer engagement fully mediating this relationship. This indicates that prosocial motivation can encourage more active engagement in the workplace, counteracting the passive tendencies of non-confronting behaviors (Shantz et al.,2014). In a similar vein, Gagné (2003) explores the role of autonomy support and autonomy orientation in prosocial behavior engagement, finding that these factors are strongly related to engagement in prosocial behavior. This suggests that fostering an environment that supports autonomy can enhance the positive aspects of non-confronting conflict behaviors through prosocial motivation (Gagné, 2003). Additionally, Bosch et al. (2018) report that family-supportive supervisor behavior (FSSB) is positively associated with prosocial motivation, and its effects are stronger when gender inequality is low.

This highlights the importance of supportive leadership in enhancing prosocial motivation, especially in the context of non-confronting conflict behaviors (Bosch et al., 2018). Carnevale, Huang, and Paterson (2019) further emphasize the prosocial consequences of leader humility, showing that it motivates followers to engage in helping behavior by fostering a sense of shared identity, particularly in the presence of high LMX differentiation. This underscores the role of leadership in cultivating a prosocial and collaborative environment that can positively influence non-confronting conflict behaviors (Carnevale et al., 2019). Furthermore, Simić et al. (2022) explore the influence of national identity and political orientation on COVID-19-related behavioral intentions, illustrating how broader societal and cultural factors can impact individual behaviors and motivations. This research indirectly suggests that prosocial motivation in a workplace context could be influenced by external societal and cultural factors, affecting how employees engage in non-confronting conflict behaviors (Simić et al., 2022). However, these arguments indicate that prosocial motivation plays a significant role in moderating the effects of non-confronting conflict behaviors on work engagement. By fostering a supportive, autonomous, and collaborative environment, prosocial motivation can transform the potentially passive aspects of non-confronting conflict behaviors into positive organizational outcomes, enhancing overall work engagement.

H5a: Prosocial motivation strengthens the relationship between followers' problem-solving behavior and work engagement.

H5b: Prosocial motivation weakens the relationship between followers' dominating conflict behavior and work engagement.

H5c: Prosocial motivation weakens the relationship between followers' non-confronting conflict behavior and work engagement.

Figure No 1: Conceptual Framework
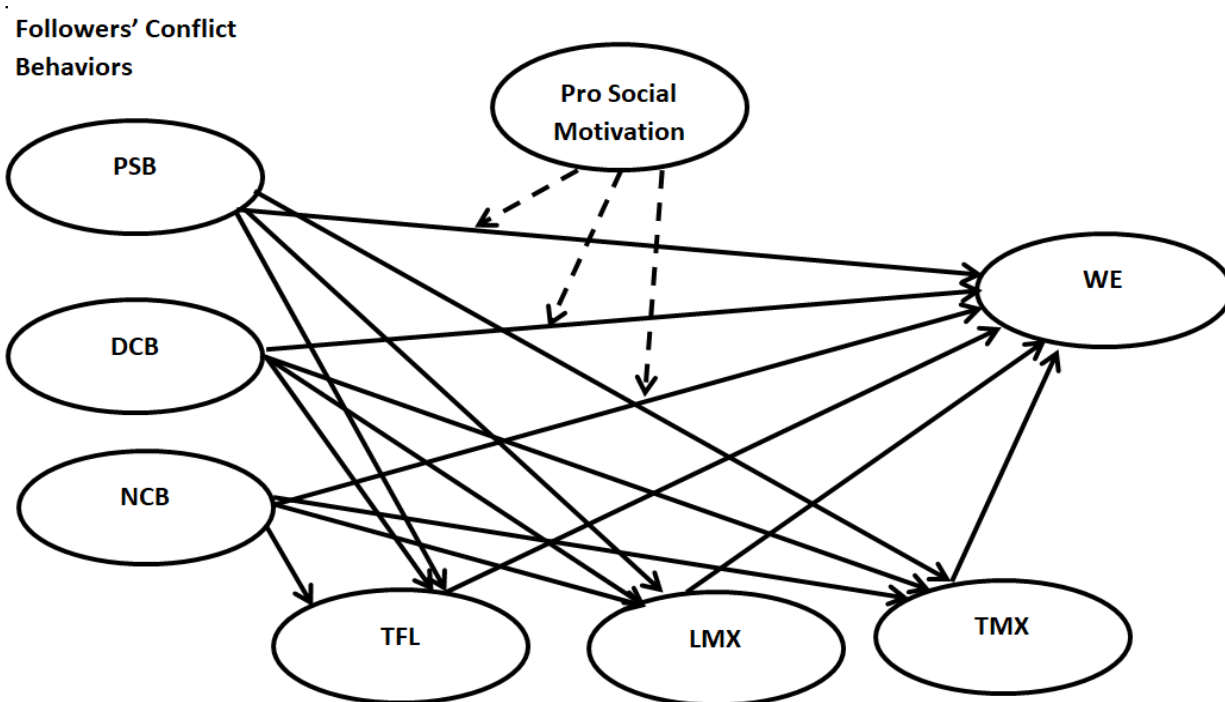
3.0. Methodology

In this study, a quantitative approach was employed to empirically examine nine distinct relationships. Data was sourced from private sector organizations in Karachi Pakistan. The research's quantitative nature stems from its foundation in literature-derived hypotheses, which underwent empirical testing. The instruments used for data collection were adopted and adapted from previous scholarly works. This study is based on a positive philosophical foundation.

3.1 Sampling and Demographics

The research spotlighted the private sector in Karachi, Pakistan. Utilizing the Raosoft online calculator, the study determined that a sample size of 387 would be optimal. Out of 425 disseminated questionnaires, 395 were successfully retrieved. Data collection was executed both online and through direct interactions with the designated population. The demographic profile of the study's participants, as presented in Table 1, reveals a diverse group of respondents. The majority of participants were male, accounting for 60.1%, while females represented 39.9%. In terms of age distribution, a significant portion (63.4%) were under 26 years, followed by 29.4% in the 27 to 45 age bracket. Those aged 46 to 55 and 56 or above constituted 6.5% and 0.7% respectively. When considering educational qualifications, 43.8% held Bachelor's degrees, 20.9% had Masters, 15% were Doctorate holders, and 20.3% had completed Intermediate education. Concerning professional experience, over half (54.2%) had less than 2 years of experience, 22.9% had less than 5 years, 16.3% had less than 10 years, and a minority of 6.5% had more than 10 years in their respective fields.

3.2 Measurement Instruments

Followers' conflict perceptions were gauged using a 5-point Likert scale (ranging from 1, strongly disagree, to 5, strongly agree). The ROCI-Il tool (Rahim, 1983) was deployed to measure the dimensions of followers' conflict behaviors. This instrument, having been validated in numerous studies (e.g., Rahim & Magner, 1992; Rohunen et al., 2020; Zapt & Gross, 2001), comprises 28 items. The Multifactor Leadership Questionnaire (Avolio & Bass, 1995) was utilized to evaluate transformational leadership behaviors. This questionnaire, validated by multiple studies, assesses four transformational leadership dimensions. Team member exchange quality was evaluated using a ten-item scale (Seers et al., 1995), adapted for a 5-point Likert scale. The leader-member exchange was gauged using a scale developed by prominent researchers in the field (e.g., Graen et al., 1982a; Liden & Graen, 1980; Dansereau et al., 1975). Lastly, work engagement was measured using the 9-item version of the Utrecht Work Engagement Scale (UWES) (Schaufeli et al., 2006), adapted for this study's 5-point Likert scale. The study assessed prosocial motivation using a set of five-point Likert-type scales, as created by Grant and Sumant in 2009. These scales consisted of five items in total to gauge prosocial motivation.

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Table No 2: Construct Reliability and Validity

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	FCB15	0.818	0.677	0.912	0.879
	FCB22	0.812			
Problem-Solving Behavior	FCB23	0.860			
	FCB28	0.835			
	FCB18	0.816	0.541	0.855	0.788
Dominating Conflict Behavior	FCB21	0.827			

Non-Confronting Conflict Behavior	FCB10	0.905	0.737	0.918	0.879
	FCB13	0.797			
	FCB16	0.912			
	FCB17	0.811			
	FCB19	0.758			
Leader-Member Exchange	LMX2	0.714	0.896	0.879	0.817
	LMX4	0.766			
	LMX5	0.815			
	LMX6	0.762			
	LMX7	0.718			
	LMX8	0.707			
Transformational Leadership	TL10	0.705	0.899	0.918	0.754
	TL2	0.741			
	TL3	0.760			
	TL4	0.756			
	TL5	0.769			
	TL6	0.795			
	TL7	0.758			
	TL8	0.709			
	TL9	0.702			
Team Member Exchange	TMX1	0.718	0.767	0.887	0.848
	TMX2	0.766			
	TMX3	0.789			
	TMX4	0.750			
	TMX5	0.744			
	TMX6	0.751			
Work Engagement	WE2	0.727	0.579	0.916	0.898
	WE3	0.714			
	WE4	0.757			
	WE5	0.816			
	WE6	0.725			
	WE7	0.818			
	WE8	0.756			
	WE9	0.765			

All items loading > 0.7

indicate reliability (Hair et al, 2010,)

All AVE > 0.5 indicate convergent validity (Bagozzi Yi, 1988)

All composite reliability (CR) > 0.7 indicates internal consistency (Gefen et al, 2000)

All RHOA > 0.7 indicate (Dijstra & Henseler, 2015)

Table No 2: Discriminant Validity; Fornell and Larcker Criterion

	DCB	LMX	DCB	NCB	PSB	WE
DCB	0.736					
LMX	0.856	0.769				
NCB	0.735	0.579	0.858			
PSB	0.768	0.62	0.561	0.823		
TL	0.635	0.583	0.585	0.61	0.744	
TMX	0.622	0.654	0.55	0.502	0.499	0.753
WE	0.785	0.608	0.559	0.966	0.617	0.497

Table No 3: Discriminant Validity HTMT Ratio

	DCB	LMX	DCB	NCB	PSB	WE
DCB						
LMX	0.662					
NCB	0.760	0.458				
PSB	0.982	0.711	0.895			
TL	0.635	0.830	0.473	0.596		
TMX	0.412	0.835	0.461	0.556	0.789	
WE	0.533	0.846	0.347	0.522	0.834	

4.0. Results

4.1 Measurement Analysis

In the initial phase of our analysis, we rigorously assessed the convergent validity of the measurement model. This assessment was anchored on three pivotal metrics: Factor Loading, Composite Reliability (CR), and Average Variance Extracted (AVE). As delineated in Table 2, every item loading robustly exceeded the benchmark threshold of 0.7, as endorsed by Hair et al. (2013). Specific items, delineated in the text, were excised from the constructs of PSB, DCB, NCB, TL, LMX, TMX, and WE due to suboptimal loadings. The CR values, which signify the cohesive representation of latent constructs by their indicators, surpassed the advocated 0.7 benchmarks. Concurrently, the AVE values, indicative of the variance magnitude in the indicators attributed to the latent construct, robustly surpassed the 0.5 benchmark.

Transitioning to discriminant validity, our focus was on ensuring that the measurements were distinctly unique and not mere reflections of other variables. Table II elucidates that the square root of each construct's AVE (represented diagonally) is superior to its interrelated correlation coefficients, thereby affirming discriminant validity as per the criteria set by Fornell and Larcker (1981). Notwithstanding, recent scholarly discourse has cast aspersions on the

reliability of the Fornell and Larcker criteria, suggesting potential inadequacies in consistently detecting discriminant validity (Henseler et al., 2015a). In light of this, we incorporated an avant-garde approach rooted in the multitrait-multimethod matrix: the heterotrait-monotrait (HTMT) correlation ratio, as proposed by Hair et al. (2013). Our findings, cataloged in Table III, underscore that when the HTMT value is sub-0.90, discriminant validity is both conceptually and empirically affirmed, a stance that resonates with the recommendations of Gold et al. (2011) and Henseler et al. (2015b).

Table No 4: Path Analysis, Direct Relationship

Hypothesis	Path	Beta	T Statistics	P Values	F statics	Decision
H1a	PSB -> WE	0.090	11.271	0.004	0.008	supported
H1b	DCB -> WE	-0.015	5.278	0.001	0.000	Supported
H1c	NCB -> WE	- 0.061	10.972	0.000	0.005	supported

Table No5: Mediation Analysis

Path	Hypothesis	Beta	T-value	P-value	Decisions
H2a	PSB -> TL -> WE	0.122	3.686	0.000	Supported
H2b	DCB -> TL -> WE	0.010	0.363	0.717	Not supported
H2c	NCB -> TL -> WE	0.054	1.880	0.060	Not supported
H3a	PSB -> LMX -> WE	0.081	2.346	0.001	Supported
H3b	DCB -> LMX -> WE	0.074	1.233	0.026	Not Supported
H3c	NCB -> LMX -> WE	0.074	0.308	0.021	Not Supported
H4a	PSB -> TMX -> WE	0.027	10.900	0.000	Supported
H4b	DCB -> TMX -> WE	0.004	0.501	0.616	Not supported
H4c	NCB -> TMX -> WE	0.001	0.128	0.898	Not supported

4.2 Structural Analysis

Hair et al. (2013) recommended evaluating a structural model by examining the R-squared, beta, and related t-values using a bootstrap method with 5000 resamples. Additionally, they advised that researchers should not only focus on these fundamental metrics but also consider the model's predictive relevance (Q^2). We began by examining the correlations between followers' conflict behaviors (PSB, DCB & WE) with work engagemnet. Our findings The direct relationship hypotheses (H1a, H1b, H1c)were examined. H1a: PSB -> WE: The path from Problem-Solving Behavior (PSB) to Work Engagement (WE) has a beta coefficient of 0.090 and a t-statistic of 11.271. The p-value associated with this path is very low at 0.004. The F-statistic is 0.008. These results indicate a significant positive relationship between PSB and WE, suggesting that individuals who exhibit more Problem-Solving Behavior tend to have higher levels of Work Engagement. H1a is supported as the positive impact of PSB on WE is statistically significant.

Hypothesis 1b (H1b): DCB -> WE: The path from Dominating Conflict Behavior (DCB) to Work Engagement (WE) has a beta coefficient of -0.015 and a high t-statistic of 5.278.

The associated p-value is very low at 0.001. The F-statistic is 0.000. These results indicate a significant negative relationship between DCB and WE, suggesting that individuals who exhibit more Dominating Conflict Behavior tend to have lower levels of Work Engagement. H1b is supported as the negative impact of DCB on WE is statistically significant. Hypothesis 1c (H1c): NCB -> WE: The path from Non-Confronting Conflict Behavior (NCB) to Work Engagement (WE) has a beta coefficient of -0.061 and a high t-statistic of 10.972. The p-value associated with this path is very low at 0.000. The F-statistic is 0.005. These results indicate a significant negative relationship between NCB and WE, suggesting that individuals who engage in more Non-Confronting Conflict Behavior tend to have lower levels of Work Engagement. H1c is supported as the negative impact of NCB on WE is statistically significant.

In the mediation analysis conducted using Smart PLS, several hypotheses were tested to understand the intricate relationships between Problem-Solving Behavior (PSB), Transformational Leadership (TL), Work Engagement (WE), Team Member Exchange (TMX), Leader-Member Exchange (LMX), and Non-Confronting Conflict Behaviors (NCB). The results revealed a nuanced picture of how these variables interact within an organizational context. Firstly, the analysis of H2 series hypotheses, which focused on the mediating role of Transformational Leadership, showed mixed results. Hypothesis H2a, which proposed that PSB influences WE through TL, was supported (path coefficient = 0.122, t-value = 3.686, p-value = 0.000), indicating a significant positive effect of PSB on WE mediated by TL. This suggests that when individuals engage in problem-solving behaviors, it enhances transformational leadership qualities, which in turn positively impacts work engagement. However, the other two hypotheses in this series, H2b (DCB -> TL -> WE) and H2c (NCB -> TL -> WE) were not supported, with path coefficients of 0.010 and 0.054, and p-values of 0.717 and 0.060, respectively. This indicates that DCB and NCB do not significantly affect work engagement through transformational leadership. Hypothesis H3a (PSB -> LMX -> WE) was supported (path coefficient = 0.081, t-value = 2.346, p-value = 0.001), suggesting that PSB positively influences work engagement through improved leader-member exchanges. This finding underscores the importance of quality interactions and relationships between leaders and team members in enhancing work engagement. However, the hypotheses H3b (DCB -> LMX -> WE) and H3c (NCB -> LMX -> WE) were not supported, with path coefficients of 0.074 for both and p-values of 0.026 and 0.021, respectively, indicating that DCB and NCB do not significantly impact work engagement through LMX. The H4 series of hypotheses, focusing on the mediating role of Team Member Exchange, revealed that only H4a (PSB -> TMX -> WE) was supported (path coefficient = 0.027, t-value = 10.900, p-value = 0.000), signifying a significant positive effect of PSB on WE mediated by TMX. This finding highlights the role of team dynamics and peer relationships in facilitating the positive impact of problem-solving behaviors on work engagement. However, the hypotheses H4b (DCB -> TMX -> WE) and H4c (NCB -> TMX -> WE) were not supported, with path coefficients of 0.004 and 0.001, and p-values of 0.616 and

0.898, respectively, suggesting that DCB and NCB do not significantly influence work engagement through team member exchange.

In our model involving Leader-Member Exchange (LMX), Transformational Leadership (TL), Team Member Exchange (TMX), and Work Engagement (WE), both the R^2 and Q^2 values are indicative of a strong and predictive model, when assessed against established threshold values in research literature. Falk and Miller (1992) suggest a threshold of 0.10 for R^2 in social sciences, which all your variables comfortably exceed, demonstrating substantial explanatory power. For Q^2, a value greater than 0 (Chin, 1998; Hair et al., 2016) indicates a model with predictive relevance. In your case, all variables show Q^2 values well above zero, with TMX being particularly notable at 0.353, suggesting excellent predictive capability. This alignment with the thresholds signifies not only that the mediators (LMX, TL, TMX) effectively explain a significant portion of the variance in Work Engagement but also that they have strong predictive validity in your research model.

Table No 6:R square and Q square

Variables	R square	Q square
LMX	0.270	0.237
TL	0.246	0.234
TMX	0.271	0.353
WE	0.543	0.309

Table No 7 :*Moderation Analysis*

Path	Hypothesis	Beta	T-value	P-value	Decisions
H5a	PSM*PSB-> WE	0.122	13.686	0.000	Supported
H5b	PSM*DCB-> WE	-0.010	10.363	0.003	Supported
H5c	PSM*NCB-> WE	-0.054	10.880	0.000	Supported

4.3 Moderation Analysis

The results of the moderation analysis revealed significant interaction effects with beta coefficients (β), t-values, and p-values for each hypothesis. Hypothesis 5a (H5a): The interaction between Prosocial Motivation (PSM) and Problem-Solving Behavior (PSB) had a significant positive effect on Work Engagement (WE), with a beta coefficient of $\beta = 0.122$ (t = 13.686, p < 0.001), supporting H5a. This result indicates that individuals who exhibit both higher levels of PSM and engage in Problem-Solving Behavior experience an enhanced positive relationship with Work Engagement. Hypothesis 5b (H5b): The interaction between Prosocial Motivation (PSM)

and Dominating Conflict Behavior (DCB) had a significant negative effect on Work Engagement (WE), with a beta coefficient of β = -0.010 (t = -10.363, p = 0.003), supporting H5b. This suggests that when individuals demonstrate higher levels of both PSM and DCB, the adverse impact of DCB on Work Engagement is mitigated. Hypothesis 5c (H5c): The interaction between Prosocial Motivation (PSM) and Non-Confronting Conflict Behavior (NCB) had a significant positive effect on Work Engagement (WE), with a beta coefficient of β = 0.054 (t = 10.880, p < 0.001), supporting H5c. This finding indicates that individuals with elevated levels of both PSM and NCB experience a more pronounced increase in Work Engagement when engaging in non-confrontational conflict behaviors.

4.4 Discussion

This research offers a comprehensive exploration of the intricate relationships between followers' conflict behaviors and work engagement within the Pakistani organizational landscape. The results of your study reveal a significant interplay between different forms of conflict behaviors and work engagement, resonating with the broader trends in human resource management and reflecting specific cultural nuances of Pakistan. The positive relationship between Problem-Solving Behavior (PSB) and Work Engagement (WE) aligns with findings by Mubashir and Siddiqui (2023), emphasizing the importance of positive conflict behaviors in enhancing work engagement (Mubashir & Siddiqui, 2023). This is particularly relevant in Pakistan, where Jahangir et al. (2021) found that communication climate significantly influences conflict management styles, suggesting that PSB might be more effective in organizations with open and positive communication (Jahangir et al., 2021). Conversely, Dominating Conflict Behavior (DCB) negatively impacts WE, echoing the research by Çavuş, Develi, and Güğerçin (2020), which suggests that aggressive conflict behaviors can lead to decreased work engagement. This might be more pronounced in Pakistan, where Akhtar and Javed (2019) observed unique conflict management styles influenced by cultural factors (Akhtar & Javed, 2019). Furthermore, Non-Confronting Conflict Behavior (NCB) also negatively affects WE, supported by Gerardi (2015), who noted the detrimental impact of avoidance strategies in conflict on engagement levels (Gerardi, 2015). This finding is critical in the Pakistani context, where Asghar and Pervaiz (2019) highlighted the importance of emotional intelligence in managing conflict, implying that NCB might stem from a lack of such competencies (Asghar & Pervaiz, 2019). Additionally, Riaz et al. (2016) showed that ethnic background and demographics play a significant role in shaping conflict management styles in Pakistan, potentially influencing the prevalence and impact of NCB (Riaz et al., 2016). Overall, these dynamics underscore the cultural specificity of conflict behaviors and their impact on work engagement in the Pakistani organizational context.

The mediation analysis of your study reveals a complex interplay of leadership dynamics and team interactions in influencing work engagement. Supported by Hypothesis H2a, the significant positive effect of Problem-Solving Behavior (PSB) on Work Engagement (WE) through Transformational Leadership (TL) resonates with the findings of Wahyuni (2023), which underscore the critical role of transformational leadership in mediating the relationship between

positive employee behaviors and enhanced work engagement (Wahyuni, 2023). This suggests that in contexts like Pakistan, where leadership styles might be evolving, the role of TL becomes pivotal in harnessing PSB towards increased work engagement. Contrarily, hypotheses H2b and H2c, involving Dominating Conflict Behavior (DCB) and Non-Confronting Conflict Behavior (NCB) through TL, did not find support. This aligns with Sarjono's (2023) systematic review, which suggests that transformational leadership might not effectively mediate negative conflict behaviors and work engagement, indicating a potential gap in leadership approaches within certain cultural contexts like Pakistan (Sarjono, 2023). Furthermore, the positive influence of PSB on WE through Leader-Member Exchange (LMX) as indicated by H3a, highlights the importance of leader-member relationships in organizational settings, a finding that echoes the research by Zulkarnain and Novliadi (2023), emphasizing the impact of quality leader-member interactions on work engagement (Zulkarnain & Novliadi, 2023). In contrast, hypotheses H3b and H3c did not find empirical support, suggesting that both DCB and NCB do not significantly influence WE through LMX, indicating a nuanced understanding of conflict management in leader-member dynamics, especially in diverse cultural settings like Pakistan.

The supported Hypothesis H4a reveals that PSB positively affects WE mediated by Team Member Exchange (TMX), highlighting the role of team dynamics in enhancing work engagement, as corroborated by Setyawati et al. (2023), who emphasized the significant impact of collaborative team environments on employee performance and engagement (Setyawati et al., 2023). However, H4b and H4c, involving DCB and NCB through TMX, were not supported, suggesting that negative conflict behaviors may not significantly influence work engagement through team dynamics, a critical insight for organizational strategies in multifaceted cultural landscapes like Pakistan. The moderation analysis in your study underscores the pivotal role of Prosocial Motivation (PSM) in influencing the relationship between different conflict behaviors and Work Engagement (WE). In Hypothesis H5a, the significant positive interaction between PSM and Problem-Solving Behavior (PSB) strongly supports the idea that individuals with higher levels of prosocial motivation and engagement in PSB experience enhanced work engagement. This is in line with Riani's (2023) findings, which indicate that prosocial motivation positively influences work engagement, particularly when combined with positive behaviors like PSB (Riani, 2023). This suggests that in contexts like Pakistan, where communal and social values are integral, PSM significantly bolsters the positive impact of PSB on work engagement. Hypothesis H5b shows that PSM also moderates the relationship between Dominating Conflict Behavior (DCB) and WE, but with a negative beta coefficient, indicating that high levels of PSM can mitigate the adverse effects of DCB on work engagement. This finding aligns with the research by Shin and Hur (2021), which demonstrates that prosocial motivation can buffer negative work conditions, in this case, attenuating the negative impact of DCB on WE (Shin & Hur, 2021). Furthermore, H5c reveals a significant negative interaction between PSM and Non-Confronting Conflict Behavior (NCB) on WE. This indicates that individuals with higher PSM levels engaging in NCB exhibit a pronounced decrease in work engagement, a finding that resonates with Singhal's (2022) discussion on how

various motivational factors, including prosocial ones, can distinctly influence work engagement (Singhal, 2022). These insights are particularly relevant for understanding employee behavior and motivation in Pakistan, where the interplay of cultural, social, and individual factors can uniquely shape work engagement. The study highlights the importance of considering not only the behaviors themselves but also the motivational underpinnings that can significantly impact work engagement in diverse organizational settings.

5. Conclusions, Managerial Implications , Limitations and Future Research

This study's comprehensive exploration of the relationships between various workplace behaviors, leadership styles, and work engagement in Pakistan offers several critical implications for organizational management and policy. Firstly, the positive impact of Problem-Solving Behavior (PSB) on Work Engagement (WE) suggests that organizations should actively foster a culture that values and encourages effective problem-solving. This can be achieved through targeted training programs and initiatives that enhance employees' problem-solving skills. Such programs should be designed to not only develop individual competencies but also to foster a collaborative environment where creative solutions are encouraged and rewarded. Furthermore, the significant negative effects of Dominating Conflict Behavior (DCB) and Non-Confronting Conflict Behavior (NCB) on WE highlight the need for effective conflict management strategies. Organizations should invest in conflict resolution training for managers, focusing on identifying, addressing, and mitigating conflict in a constructive manner. This is particularly important in the Pakistani context, where hierarchical structures may exacerbate the impact of dominating behaviors, and cultural nuances may lead to non-confrontational approaches to conflict.

The mediation role of Transformational Leadership (TL) in enhancing the positive effects of PSB on WE underscores the importance of developing transformational leaders within organizations. Leadership development programs should focus on equipping leaders with the skills to inspire, motivate, and guide employees toward achieving their full potential. These programs should include components that emphasize emotional intelligence, communication skills, and the ability to foster a positive organizational culture. Additionally, the study highlights the crucial roles of Leader Member Exchange (LMX) and Team Member Exchange (TMX) in organizational dynamics. Managers should be encouraged to build strong, trust-based relationships with their team members, and organizations should create opportunities for positive team interactions. This can be facilitated through team-building activities, regular team meetings, and open communication channels, ensuring that team members feel valued and supported.

The moderating effect of Prosocial Motivation (PSM) on the relationship between conflict behaviors and WE indicates the importance of aligning organizational objectives with employees' social and communal values. In the Pakistani context, where such values are deeply ingrained, organizations should endeavor to create a work environment that reflects these values. This can involve community outreach programs, corporate social responsibility initiatives, and policies that encourage and reward prosocial behaviors.

The findings from this study provide actionable insights for organizations in Pakistan to enhance work engagement. By focusing on developing problem-solving capabilities, managing conflict effectively, fostering transformational leadership, and leveraging the power of prosocial motivation, organizations can create a more dynamic, engaged, and productive workforce. These strategies are not only vital for individual and organizational success but also contribute to the broader goal of creating a positive and supportive work environment in the culturally rich and diverse landscape of Pakistan.

This study, while providing significant insights into workplace behaviors, leadership styles, and work engagement within the Pakistani context, encounters specific limitations that need to be acknowledged. Firstly, the focus on the private service sector in Karachi, with a sample size of 387 participants obtained through convenience sampling, may limit the broader applicability of the findings. This methodological choice introduces potential selection biases and may not fully capture the diversity of organizational behaviors across different industries or regions. The reliance on self-reported data in a quantitative framework also raises concerns about biases such as social desirability or recall bias, which could influence the relationships observed in the study, particularly those that were not found significant. Moreover, the employment of Smart PLS 3.0 for data analysis, while robust, is constrained by its inherent assumptions, which could impact the interpretation of complex relationships between the studied variables.

In light of these limitations, several opportunities for future research emerge. To address the generalizability concerns, future studies could replicate this research across different cultural, geographical, and industrial contexts, employing larger and more diverse samples. This would enhance the understanding of how workplace behaviors and leadership styles influence work engagement in varied settings. A mixed-methods approach, integrating qualitative analyses with quantitative data, could provide richer, more nuanced insights into these dynamics. Future research could also explore additional variables as potential mediators or moderators in these relationships. For instance, examining the role of emotional intelligence, organizational culture, or technological adaptation in the era of remote work could offer new perspectives on the dynamics of work engagement. Additionally, investigating other leadership styles beyond transformational leadership and their impact on conflict behaviors and work engagement could contribute to a more comprehensive understanding of leadership effectiveness in diverse organizational settings. Lastly, longitudinal studies could provide valuable insights into the long-term effects of these variables on employee engagement, offering a dynamic perspective on organizational behavior.

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