

ROLE OF LEADERSHIP STYLES IN MANAGING EMPLOYEE WELLBEING WITH THE MEDIATING ROLE OF CONFLICT MANAGEMENT

Umme Ammara¹, Dr. Omar A. Shaikh²

¹Research Scholar Karachi University Business School (KUBS), University of Karachi

²Assistant Professor, Karachi University Business School (KUBS), University of Karachi

*¹ammarakh246@gmail.com, ²shaikh.omar.os@gmail.com

DOI: <https://doi.org/10.5281/zenodo.18333611>

Keywords

Leadership styles, Employee wellbeing, Conflict management, Transformational leadership, Transactional leadership, Charismatic leadership

Article History

Received: 20 November 2025

Accepted: 05 January 2026

Published: 22 January 2026

Copyright @Author

Corresponding Author: *

Umme Ammara

Abstract

The wellbeing of the employees has become a fundamental issue of modern organizations that have to work in more complicated and challenging conditions. The role of leadership in the experience of employees at work cannot be overlooked, yet the processes that allow various leadership styles to impact employee wellbeing are not investigated to its full. To fill this gap, the current paper will discuss how leadership styles, transactional, transformational and charismatic can be used to manage employee wellbeing with special attention to the mediating role of conflict management.

This study will be guided by the theory of Job Demands-Resources (JD-R) and the theory of Social Exchange as it postulates that the leadership styles will also present itself as advantageous job resources and play a role in enabling the employees to handle the demands of the work environment particularly the interpersonal conflict. It adopted a quantitative research design and collected data through its focus on employees working in organization setting through a structured questionnaire. The evaluation of the measurement and structural model was performed with the partial least squares Structural Equation Modeling (PLS-SEM) and it was determined to be reliable with a good test of hypothesis through bootstrapping processes.

The outcomes achieved suggest that the transactional, transformational and charismatic types of leadership play a significant positive role in conflict management. Conflict management on the other hand demonstrates good and considerable relationship with employee wellbeing. Besides this, the mediation analysis confirms that conflict management elucidates mediation among all the three styles of leadership and wellbeing of employees significantly. These results show that the leadership directly and indirectly influences the wellbeing of employees by encouraging positive conflict management behaviors.

The article contributes to the literature on leadership and wellbeing as it is empirically based on the idea that conflict management is a valuable explanatory variable that can explain the relationship between leadership styles and employee wellbeing. Practically, it can also be concluded that the findings also suggest the importance of enabling the growth of leadership qualities that would support healthy conflict management to enable the health of the employees and the sustainability of the organization.

INTRODUCTION

In today's global business world, which is very competitive and full of change, uncertainty, complexity, and ambiguity, companies are under more and more pressure to maintain their performance and keep their competitive edge. In this situation, human capital is now an important part of the organization. Recognizing employees as valuable assets is not a new idea (Ortiz, 2006), but the way we think about it has changed a lot. The emphasis has shifted from viewing employees merely as contributors to productivity to recognizing employee wellbeing as a crucial component of intellectual capital and a fundamental attribute of healthy organizations (Roslender et al., 2006; Wilson et al., 2004).

Employee health is crucial for corporate sustainability and long-term development (Zheng et al., 2015). It has an impact on a number of organizational results, including internal branding, organizational performance (Raj, 2008), staff productivity, retention, and the overall quality of life at work (Ilies et al., 2015; Tandon, 2019). However, modern workplaces particularly in rapidly growing sectors such as services have become increasingly demanding and stressful. Industries that focus on service require flexible work hours, constant new ideas, and constant emotional labor, which can lead to burnout and emotional exhaustion (Bakker et al., 2005).

The rapid advancement of technology has intensified these pressures by swiftly obsolescing skills, compelling employees to continually reskill to remain pertinent (Currie, 2001). The rise of dual-income households has blurred the lines between work and home life, leading to more stress, health issues, and mental health problems (Agarwal, 2014; Bevan, 2010). In high-pressure environments, workplace conflict has become both widespread and unavoidable (Leon-Perez et al., 2015).

Workplace conflict arises from differing perspectives, competition for limited resources, and interpersonal discord (Saeed et al., 2014). Research shows that a large number of workers have problems with their coworkers, which can have bad effects (Danielsson et al., 2015). Poorly

managed conflict causes dysfunctional behavior, less teamwork, more stress, and lower performance (Sheppard & Aquino, 2017; Zhou & Shi, 2014). The costs to the organization of not resolving conflict are high, and they affect productivity, morale, and the bottom line (Maximin et al., 2015).

Leadership is essential in navigating the complex interplay between employee welfare and workplace conflict. Leaders are responsible for motivating employees to achieve organizational objectives (Rasool et al., 2021) and cultivating a work environment that promotes collaboration, psychological safety, and mutual respect (Hopkins & Scott, 2016). The leadership style impacts employees' perceptions of support, equity, and trust, subsequently affecting their emotional responses and wellness outcomes.

Transformational, transactional, and charismatic leadership styles have attracted considerable academic attention. Transformational leaders inspire followers to transcend self-interest through vision, support, and individualized attention (Du et al., 2021). Transactional leadership emphasizes structured exchanges based on rewards and performance outcomes, while charismatic leadership relies on emotional resonance and strong leader-follower identification (Su & Swanson, 2019). Even though there has been a lot of research on leadership and well-being, the ways that different leadership styles affect employee well-being are still not well understood.

This research asserts that conflict management serves as a crucial mediating factor linking leadership styles and employee well-being. What leaders do affects how people get along with each other and whether conflict is harmful or helpful. Leaders who encourage open communication and trust can turn disagreements into chances to learn and be creative. On the other hand, bad leadership can make tensions worse and hurt the health of employees. This study examines the impact of leadership styles on employee welfare, utilizing conflict management as a mediating factor.

1.2 Problem Statement

Despite the fact that a growing number of organizations are making employee well-being a top priority, many still have a lot of stress, emotional exhaustion, and conflict between employees. Organizations often do not understand how different leadership styles affect health outcomes, even though leadership is widely seen as a major factor in employee health. Contemporary research primarily examines the direct relationship between leadership styles and employee well-being, neglecting the intermediary processes involved. The importance of conflict management in clarifying the influence of leadership behaviors on employee well-being is insufficiently explored. Poorly handled conflict can undermine even the best leadership efforts, leading to lower well-being and less effective organizations. Moreover, empirical data from emerging and collectivist contexts is scarce. This gap limits how well current leadership models work in different types of organizations. Consequently, an extensive examination of the impact of leadership styles on employee health via conflict resolution methods is essential.

1.3 Research Objectives

The primary objective of this study is to examine the role of leadership styles in managing employee wellbeing, with particular emphasis on the mediating role of conflict management. Specifically, the study seeks to analyze the influence of transformational, transactional, and charismatic leadership styles on employee wellbeing, to examine the relationship between leadership styles and conflict management practices, and to assess the effect of conflict management on employee wellbeing. Additionally, the study aims to determine whether conflict management mediates the relationship between leadership styles and employee wellbeing.

1.4 Research Questions

RQ1: How do leadership styles impact employee wellbeing?

RQ2: What is the relationship

between transformational leadership and employee wellbeing?

RQ3: How does transactional leadership influence employee wellbeing?

RQ4: How does charismatic leadership affect the well-being of employees?

RQ5: How are conflict resolution techniques impacted by leadership styles?

RQ6: Does conflict management serve as a mediating factor in the relationship between leadership styles and employee wellbeing?

1.5 Significance of the Study

This study contributes to the existing literature by integrating leadership styles, conflict management, and employee welfare into a unified framework. This study examines conflict management as a mediating variable and conceptually expands the domains of leadership and well-being. The findings provide significant direction for HR professionals and executives in developing conflict resolution strategies and leadership development initiatives focused on enhancing employee well-being. This study provides context-specific insights that enhance organizational practices in environments characterized by high work demands and complex interpersonal dynamics.

2. Literature Review

The literature review offers a comprehensive analysis of research investigating the impact of leadership styles on employee well-being, highlighting the essential role of conflict management as a mediating variable. The discourse encompasses hypotheses and empirical evidence pertaining to the international context and Pakistan. This chapter starts by talking about the three main leadership ideas that were talked about in the first section. Charismatic, transactional, and transformational. It also looks at how they affect the health and happiness of workers. The ideas of employee welfare and conflict resolution are looked at, along with a summary of research studies that show how they are related. The chapter concludes by pinpointing research deficiencies and offering a conceptual framework that guides the present study.

2.1 Leadership Styles

Leadership is an important part of how well employees and the company do their jobs. It is generally defined as the act of persuading and inspiring others to achieve the goals of the organization. Leaders' consistent behavior patterns show their leadership style and affect their subordinates (Northouse, 2022). Transformational, transactional, and charismatic leadership are among the most thoroughly analyzed leadership theories (Bass and Riggio, 2006). These plans use different methods to solve problems, motivate employees, and affect welfare. In Pakistan, where power distance and collectivism are very important (Hofstede, 2011), leadership styles and strategies that encourage respect, empathy, and communication are especially helpful. Research conducted in Pakistani organizations indicated that charismatic and transformative leaders generated favorable responses, as this leadership style corresponds with a culture of care and motivation (Rehman et al., 2021).

2.1.1 Transformational Leadership.

Transformational leadership seeks to inspire followers to prioritize collective interests over personal concerns (Burns, 1978; Bass, 1985). The four dimensions enhance psychological well-being, intrinsic motivation, intellectual stimulation, personalized attention, inspirational motivation, and idealized influence (Bass and Riggio, 2006).

Transformational leadership is closely connected to employee well-being, and research findings support this assertion. Arnold (2017) found that transformational leaders use empathy and recognition to make people feel safer at work and happier with their jobs. Afsar and Umrani (2020) discovered that transformational leadership can enhance the well-being of Pakistani teachers by alleviating stress and fostering greater engagement.

Transformational leaders also use open communication and build trust to solve problems (Rahim, 2017). By improving communication, they can turn possible conflicts into chances to work together and learn (Breevaart and Bakker,

2018). Employees feel like they belong and are emotionally stable, which is a big improvement.

2.1.2 Transactional Leadership

Transactional leadership is characterized by its focus on structure, rules, and performance-based incentives. A leader uses contingent reinforcement, which means rewarding people who follow the rules and punishing those who don't (Bass, 1990). This does not consistently enhance long-term welfare; instead, it may be beneficial in the long term regarding discipline and the attainment of short-term goals (Judge and Piccolo, 2004).

While a positive correlation between transactional leadership and employee satisfaction has been observed (Ali and Tang, 2021), certain studies suggest that its stringent focus on control may induce stress in the absence of interpersonal support (Breevaart et al., 2014). Hierarchical management frameworks make transactional leadership the most common type of leadership in Pakistani companies (Rehman et al., 2021). The perceived fairness and openness of expectations have an impact on how well the strategy works (Khan et al., 2020).

Transactional leadership may reduce conflict and enhance employee well-being by promoting transparent communication and guaranteeing equitable remuneration. In contrast, authoritarian uses of this method usually stop conversation and leave problems unsolved.

2.1.3 Charismatic Leadership

According to Conger and Kanungo (1998), charismatic leadership is when a leader's charm, vision, and ability to communicate persuade followers. Charismatic leaders often arise in ambiguous circumstances, distinguished by a profound sense of purpose and emotional impact.

Research indicates that charismatic leadership improves employee well-being, fostering motivation and emotional engagement (Boehm et al., 2015). These kinds of leaders create a safe and trusting environment, which lowers fear and raises engagement. Abid et al. (2020) demonstrated that a charismatic leader improved

the psychological well-being of employees in Pakistan by fostering their sense of unity and belonging.

Charismatic leaders can also help settle disagreements by emphasizing group identity and working toward shared goals (Boehm et al., 2015). This helps the team work together better and reduces conflict between people, which is important for employee health.

2.2 Employee Wellbeing

Employee wellbeing encompasses mental, physical, and social health within the workplace (Danna and Griffin, 1999). It includes being engaged, being able to handle stress, having a good work-life balance, and being happy with your job (Diener et al., 2018). According to the Job Demands Resources (JD-R) model (Bakker and Demerouti, 2017), leadership is an important skill that makes people happier and less likely to be affected by job demands.

The heightened stress levels in the workplace and the unstable economic conditions have rendered employee wellbeing a more significant focus in Pakistan (Shahjehan et al., 2019). Abid et al. (2020) conducted a study that found a positive correlation between wellbeing in Pakistani service industries and effective dispute resolution, as well as accommodative leadership.

Wellbeing has a big effect on how productive, creative, and loyal employees are (Warr, 2013). For long-term management, it is important that the leaders take part in wellness support.

2.3 Employee Wellbeing and Leadership styles.

Research done all over the world backs up the link between leadership style and employee wellbeing. Transformational and charismatic leadership enhance job satisfaction, mitigate burnout, and improve mental health (Arnold, 2017; Boehm et al., 2015). Transactional leadership can improve well-being, notwithstanding criticisms, when implemented equitably and aimed at achieving recognition (Judge and Piccolo, 2004).

Pakistani research corresponds with international trends. Afsar and Umrani (2020) discovered that transformative leadership in educational contexts

enhanced teachers' welfare. Rehman et al. (2021) similarly found that transformational and charismatic leadership made employees happier in public companies, but the effects of transactional leadership depended on how well communication was.

Psychological safety, trust, and conflict resolution make it easier for leaders to have an effect on workplace health (Oore et al., 2015). As a result, leaders will make things better for their employees by communicating well and resolving conflicts in a positive way.

2.4 Conflict Management

Differences in goals, attitudes, and perceptions can cause conflicts within an organization. But the way managers handle it affects how well it works (Rahim, 2017). Conflict management means successfully settling disagreements to keep relationships strong and make the organization more effective.

Rahim (2002) identifies five strategies for conflict management: integrating, obliging, dominating, avoiding, and compromising. Constructive tactics, such as integration and compromise, foster open communication and enhance relational understanding, whereas negative strategies, including avoidance and domination, typically undermine relationships and overall well-being (De Dreu and Weingart, 2003).

Collectivism has been crucial in resolving conflicts in Pakistan, where cultural values such as respect, hierarchy, and harmony are esteemed (Hofstede, 2011). Hassan et al. (2019) contend that supportive leadership fosters compromising or flexible attitudes among Pakistani workers.

2.5 Conflict Management and Employee Wellbeing

Managing conflict is very important for the health of your employees. According to Edmondson (1999), constructive techniques make people feel safe, build trust, and encourage teamwork. On the other hand, destructive techniques make people tired and tense (Oore et al., 2015).

Chen et al. (2021) assert that integrative conflict management markedly enhanced job satisfaction

and diminished emotional exhaustion within Chinese enterprises. In Pakistan, dispute resolution improved the mental health of workers in service industries and made them less anxious (Abid et al., 2020).

Leaders who are good at resolving conflicts create workplaces that are good for people's mental health. This is because good conflict management makes things fairer (Greenberg, 2011) and helps people control their emotions, which keeps them from getting hurt by stress (Rahim, 2017).

2.6 Mediating Factor of Conflict Management.

2.6.1 Theoretical Foundation

There are several theories that explain how conflict management acts as a mediator

Social Exchange Theory (Blau, 1964)

The Social Exchange Theory posits that workplace interactions are founded on the principles of reciprocity, equity, and mutual advantage. When leaders deal with conflict in a fair and helpful way, staff members feel respected and valued. This builds trust, which can make employees want to return that trust by being helpful, less angry, and feeling better emotionally.

The current study posits that conflict management serves as a mechanism through which leadership behaviors foster the development of positive social interactions. Transformational and charismatic leaders are examples of this type of leader. They reduce the power gap and encourage open communication, and employees see these kinds of conflict resolution activities as helpful. This is a process that directly helps promote health and happiness.

Job Demands-Resources (JD-R) Model (Bakker and Demerouti, 2017)

The JD-R model explains how organizational resources help employees meet job demands and improve their health. Unmanaged conflict becomes a job strain, which is a job demand. Instead, the best way to manage conflict is as a job resource that lowers emotional stress and encourages learning, teamwork, and mental safety.

Transformational or charismatic leadership styles use conflict management as a tool to turn stressful situations into chances for growth. This theoretical perspective validates the intermediary role of conflict management by converting potential stressors into resources that enhance well-being.

Resource Conservation (COR) (Hobfoll, 1989) Theory.

The COR theory says that people try to keep their emotional, cognitive, and social resources. Conflict threatens these resources by causing stress, tension, and uncertainty between people. Good conflict management will help the workers save these valuable resources and avoid burnout and mental exhaustion.

In this theoretical analytical framework, the mediating effect is more pronounced, as leadership reduces resource wastage by promoting healthy conflict resolution behaviors, thereby protecting and enhancing employee well-being. Crossing into leadership behaviors, resource preservation, and positive psychological outcomes, conflict management is an important bridge.

2.6.2 Empirical Evidence

The empirical evidence has frequently demonstrated the intermediary role of conflict management. Oore et al. (2015) demonstrated how transformational leadership promotes well-being, particularly when collective and collaborative approaches are employed to resolve conflicts. Their study focused on the impact of conflict-management behaviors, rather than leadership, on employee sentiment.

Rehman et al. (2021) observed that conflict management served as a mediator in the relationship between leadership and wellness across Pakistani government organizations. This indicates that in cultures characterized by substantial power distance, the leader's involvement in conflict resolution is markedly more critical. Khan et al. (2020) discovered similar findings in the telecoms sector of Pakistan's GDP, suggesting that effective conflict management tactics were crucial for analyzing

how leadership may enhance employee engagement and well-being.

Ali and Tang (2021) demonstrated that transformational and charismatic leadership styles, which foster trust and transparency, facilitate conflict resolution. Transactional leadership positively influenced mediation, contingent upon the fairness, clarity, and consistency of the norms.

2.7 Research Gaps

1. **Limited Mediation Research in Pakistan**
There have been only a few empirical studies on how the concept of conflict management works in Pakistan, especially when it comes to different styles of leadership within the same framework.

2. **Cultural Specificity**

Much of the existing research is grounded in Western contexts, which are not applicable to Pakistan regarding hierarchy, collectivism, and workplace communication. More research is needed before the results can be used in Pakistani organizations.

3. **Under-explored Role of Charismatic Leadership**

There hasn't been much real-world research on charismatic leadership compared to transformational and transactional leadership, especially when it comes to well-being and conflict resolution.

4. **Narrow Conceptualization of Wellbeing**

The existing literature primarily focuses on narrow dimensions, such as job satisfaction and stress, which are limited, while neglecting broader domains, including emotional, social, and psychological well-being, that are essential in well-being research.

5. **Sectoral Limitations**

Evidence from Pakistan remains fragmented across distinct sectors (e.g., banking, education, telecommunications). It doesn't have any cross-sector quantitative studies that can be used in different types of organizations in its mediation.

These gaps need a lot of real-world research to bring together three leadership styles, ways to handle conflict, and the well-being of employees in Pakistani organizations.

2.8 Conceptual Framework

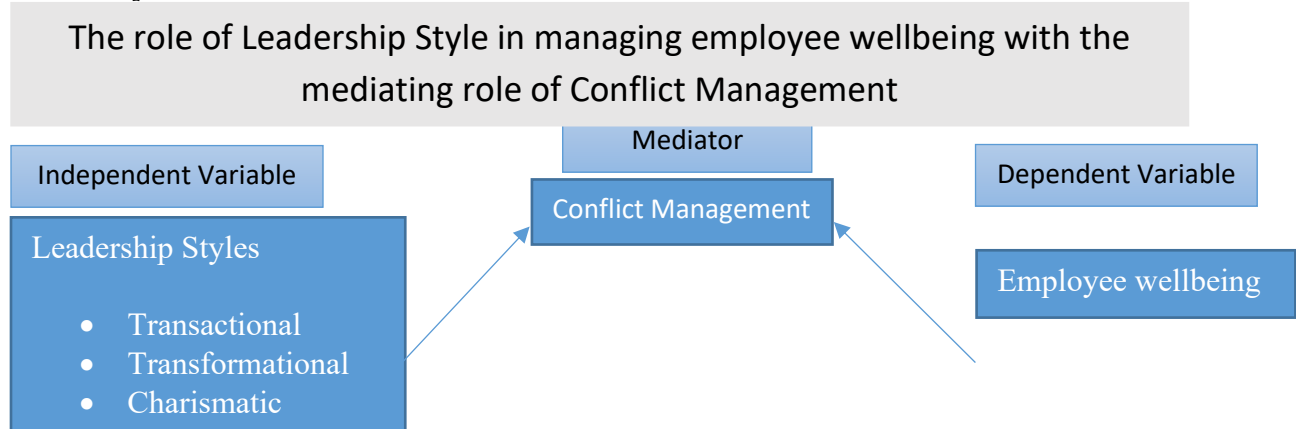


Figure 2.1 Source: Author's Work

Figure 2.1 illustrates the focus of this research. The framework is based on a thorough assessment of the literature and known theories, including Social Exchange Theory (Blau, 1964),

the Job Demands-Resources (JD-R) model (Bakker and Demerouti, 2017), and Conservation of Resources (COR) Theory (Hobfoll, 1989). These theoretical frameworks

elucidate the connections among leadership styles, conflict resolution, and employee well-being.

The independent variable in this study is leadership styles, namely transformational leadership, transactional leadership, and charismatic leadership. Leaders can apply several leadership styles to influence their staff, inspire motivation, and foster connections in the workplace. Previous studies demonstrated that leadership conduct is a crucial determinant influencing employees' attitudes, emotions, and psychological well-being.

The dependent variable of the study is employee well-being, encompassing the whole physical, mental, and emotional health of office workers. The health of workers encompasses their job satisfaction, emotional regulation, stress levels, and mental well-being. Recent research indicates that considerate and supportive leadership styles are crucial for enhancing employee well-being and satisfaction. This approach asserts that addressing conflict is essential for effective functioning.

Conflict management refers to the process by which managers and employees address and resolve disagreements that arise between individuals and concerning work-related duties. Literature indicates that conflict is an inherent aspect of organizational dynamics, albeit its effects are greatly shaped by the resolution mechanisms utilized. Collaboration, concession, and effective communication exemplify constructive conflict management practices that enhance employee satisfaction. Conversely, harmful habits intensify tension, dissatisfaction, and emotional exhaustion.

The proposed paradigm posits that leadership styles influence conflict management within a company, consequently impacting employee well-being. For example, charismatic and transformational leaders frequently urge others to communicate, trust, and understand one another. This will assist individuals in effectively addressing challenges and enhance the well-being of the team. Transactional leaders who possess a clear understanding of their objectives and the means to achieve them can also contribute to

conflict resolution, particularly when all parties are treated equitably and with integrity.

The conceptual framework elucidates that diverse leadership styles can influence employee health and well-being through both direct and indirect effects. Conflict management is a crucial procedure that links leadership behaviors to employee well-being results, elucidating this relationship. This model provides a solid basis for the current quantitative research and the subsequent chapter, which will concentrate on formulating research hypotheses and conducting data analysis.

2.9 Hypothesis Development

2.9.1 Transformational Leadership

The hypothesis of transformational leadership and employee wellness is based on comprehensive research on leadership that highlights the importance of inspirational and supportive leadership styles in relation to positive employee performance. Transformational leadership has some features, such as idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Employees want to perform more than what is expected of them, trust their leaders, and feel like their work has significance when these kinds of things happen. Prior research indicates that transformational leaders foster psychologically safe workplaces that alleviate stress and enhance the emotional and psychological well-being of employees.

Transformational leadership has also been found to affect how people deal with problems at work. Transformational leaders help people cope with conflict in a healthy way by getting them to talk to each other, treat each other with respect, and work together to find solutions. This lowers stress levels between people and makes workers more interested in seeing justice and support, which is vital for their health. Transformational leadership is likely to aid with conflict management, which makes employees happier, according to Social Exchange Theory and the Job Demands-Resources model.

H1: Transformational leadership has a significant positive impact on conflict management.

H2: Transformational leadership has a significant positive impact on employee wellbeing.

2.9.2 Transactional Leadership

Transactional leadership involves organized interactions between leaders and employees, with clear goals, performance reviews, and rewards based on performance. This type of leadership puts a lot of emphasis on following rules, knowing your duty, and being responsible. This can help clear up any confusion or doubt at work. Previous research indicates that employing transactional leadership in a fair and transparent manner might enhance employee well-being by fostering stability and predictability in organizational processes.

Transactional leadership is also very useful for resolving disagreements. Transactional leaders can use informality, rules, and processes to deal with conflict situations, which can change how conflicts are handled. Organized ways to deal with dispute can help things not become worse and make things fair, which will help keep staff healthy. Transactional leadership will be used based on the Conservation of Resources theory. This theory says that it can help employees save or use fewer emotional resources by reducing uncertainty and perceived injustice during conflicts.

H3: Transactional leadership has a significant positive impact on conflict management.

H4: Transactional leadership has a significant positive impact on employee wellbeing.

2.9.3 Charismatic Leadership

People who are charismatic leaders can motivate their followers by having a clear goal, being sure of themselves, and appealing to their feelings. These leaders inspire their employees by helping them make strong emotional connections and find purpose in their work. This is based on earlier studies that suggest that transformational leadership makes employees more emotionally attached, raises their morale, and improves their mental health, especially in collectivist societies where relational leadership is highly prized.

Charismatic leaders can also help coworkers get along better and lower stress levels at work, which

can assist settle disagreements. Charismatic leaders may build trust and teamwork by being able to connect with people and having high emotional intelligence. This makes it easier to work through problems in a good way. According to the Social Exchange Theory, employees are more likely to be happy with how conflicts are handled if they think their leaders are supportive and helpful. This, in turn, makes people feel better.

H5: Charismatic leadership has a significant positive impact on conflict management.

H6: Charismatic leadership has a significant positive impact on employee wellbeing.

2.9.4 Conflict Management

Conflict management is the set of rules- and ways that leaders and groups use to handle and settle disagreements between people and between projects. Conflict management skills are necessary for a healthy workplace since mismanaged conflict is a big cause of stress, emotional tiredness, and poor health. Previous studies show that good conflict management strategies lead to teamwork, trust, and psychological safety among workers.

The Job Demands-Resources model asserts that proficient conflict management functions as an occupational resource that alleviates stress and promotes employee well-being. The Conservation of Resources theory says that resolving conflicts in a positive way keeps emotional and mental resources intact, while not resolving conflicts drains these resources and causes burnout. So, one of the most essential things that can help leaders turn their actions into good things for people's health and happiness is to learn how to handle dispute.

H7: Conflict management has a significant positive impact on employee wellbeing.

2.9.5 Mediating Role of Conflict Management

The proposed study is predicated on the aforementioned hypotheses, asserting that conflict management is a variable influencing both leadership styles and employee well-being. The way leaders handle conflict at work influences how employees see and deal with it,

which in turn affects their mental and emotional health. Transactional leadership styles emphasize honesty and clarity in dispute resolution, whereas transformational and charismatic leadership styles promote openness and collaboration. These conflict management tactics, overseen by leaders, aim to clarify the indirect impacts of leadership styles on employee well-being.

H8: Conflict management mediates the relationship between transformational leadership and employee wellbeing.

H9: Conflict management mediates the relationship between transactional leadership and employee wellbeing.

H10: Conflict management mediates the relationship between charismatic leadership and employee wellbeing.

3. RESEARCH METHODOLOGY

3.1 Research Design

The research design in this study is a quantitative, causal-explanatory research design. The main aim is to test the effects of various leadership styles (transformational, transactional, charismatic) on employee wellbeing, and to establish whether there is mediation by conflict management in the associations. According to Chawla and Sondhi (2011), the cause-effect relationships established by causal studies include the variables as cause and the variables as effect; this is where the present study belongs. Therefore, the research design utilizes the means of statistical analysis to test the hypothesis using a structured questionnaire and the proper modeling methods (SmartPLS), which allows estimating the various relationships between variables simultaneously. The philosophy of the research is a positivist, which uses numeric data, standardized measures, and hypothesis testing to come up with generalizable results. The causal-explanatory goal is also partly supported by the use of PLS-SEM (Partial Least Squares Structural Equation Modeling) that allows analyzing both direct and indirect (mediated) effects.

3.2 Research Approach

The type of research involved was deductive and the hypotheses were formulated on the basis of

the current theories on leadership, conflict management, and wellbeing. These were the hypotheses that were empirically tested with quantitative data. The deductive methodology provides theoretical consistency and can be tested through hypothesis testing by using statistical models. The population and unit of analysis will be a check out desk which serves a specific population group consisting of 100 individuals, comprising 50 males and 50 females. This study has the target population of employees who are employed in small and medium enterprises (SMEs) and organizations in the public and private sector within Karachi, Pakistan. There was the consideration of employees of various levels, such as lower-level employees, middle management, and top management to make sure that there is diversity in the organizational roles and experience. The individual employee is the unit of analysis since the perceptions regarding leadership, conflict management and wellbeing are evaluated at the individual level.

3.3 Population

The target group will include the employees of small and medium enterprises (SMEs) and organizations in both the social and the private sectors in Karachi, Pakistan. It covers employees of all levels of the hierarchy, including low-level employees and the middle and senior management, which means that the sample is heterogeneous and represents diverse occupational categories in the organization.

3.4 Sampling Technique and Sample size

The simple random sampling method was embraced to make all the members of the population have equal selection opportunities. The approach facilitates the reduced sampling bias and increases the external validity of results. A sample size of 385 was calculated based on the study resources and feasibility, and it is sufficient to conduct structural equation modeling and has a strong statistical power of two constructs. Simple random sampling was chosen in order to reduce sampling bias and increase representativeness. All accessible population

individuals were given the same opportunity to be selected, on a voluntary basis.

3.5 Instrument Development

The survey was conducted with the help of the self-administered questionnaire, which was distributed in a Google Form. The questionnaire will be developed based on the predetermined scales provided in the existing literature, but adapted to the circumstances of the current research. All items will be assessed using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree), which will provide consistency between constructs and ease of assessment. The instrument has subscales of: Transformational Leadership Transactional Leadership Charismatic Leadership Strategies of Conflict Management. Employee Wellbeing

3.6 Data Collection Procedure

The primary data set was gathered by an online questionnaire with the help of Google Forms. The questionnaire link was sent through email and professional contacts to the SMEs and the public and private sector organizations in Karachi. A concise introduction was given to the participants of the study stating the reason why the study was conducted and guaranteeing them confidentiality and anonymity. The survey was conducted on a voluntary basis and the respondents were told that they could pull out at any point in time before handing in their answers. The data collection took a period of about three to four weeks; this gave enough time to the respondents to send back their data and make follow ups to boost the response rates.

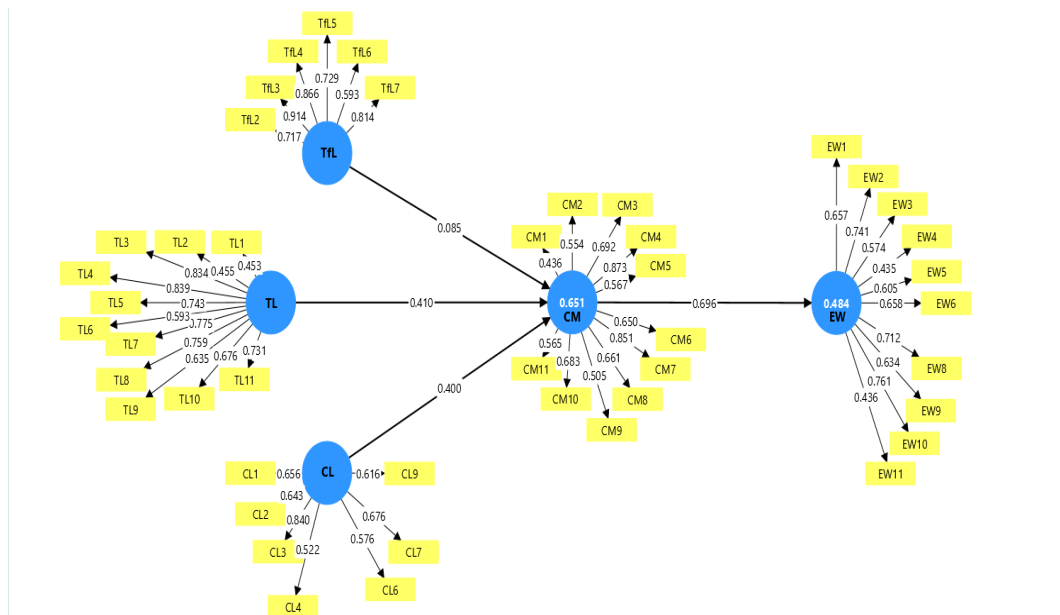
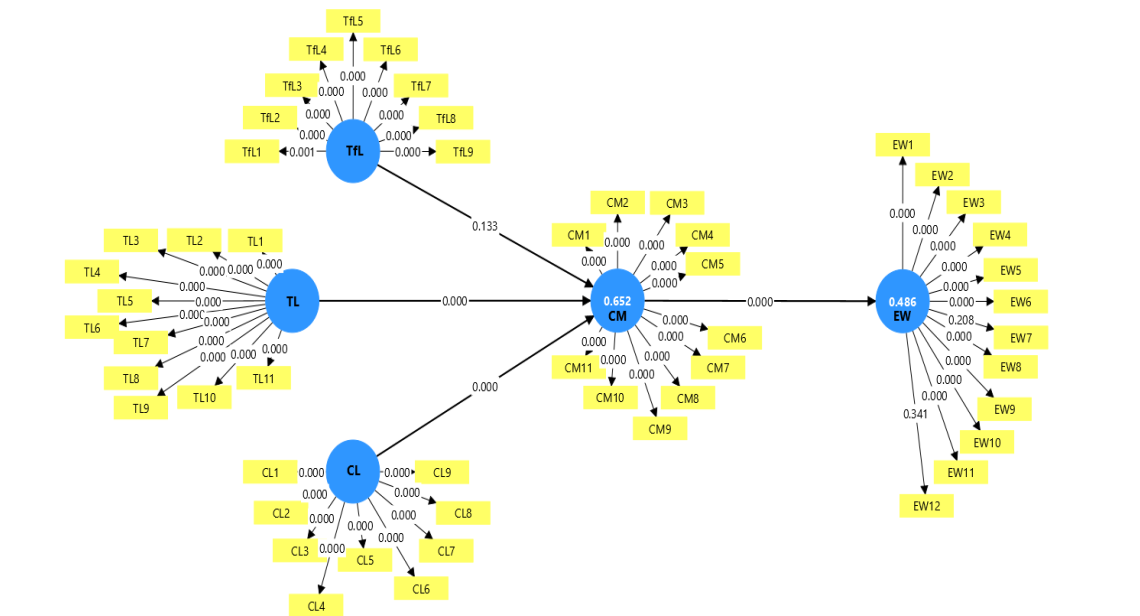
3.7 Data Analysis Technique

Partial Least Squares Structural Equation Modeling (PLS-SEM) was the model used to analyze data with the use of SmartPLS software. The popularity of PLS-SEM in social research studies is that the technique has the capability to test a complicated model with various constructs and mediation impacts, despite not strictly adhering to the assumptions of normality (Hair et al., 2019). The evaluation of the measurement model was done to determine the reliability and validity of the constructs. They were based on the following criteria:

1. Internal consistency reliability measured by Alpha (Cronbach) and Composite Reliability (CR) measures.
2. The convergent validity was evaluated using factor loadings and Average Variance Extracted (AVE).
3. Discriminant validity determined based on Heterotrait Monotrait (HTMT) ratio.

3.8 Measurement Model

The bootstrapping findings served to test the direct impacts of the leadership styles on conflict management, the direct impact of the conflict management on the employee wellbeing and the indirect (mediating) impact of the conflict management between the leadership styles and the employee wellbeing. The predictive ability of the structural model is verified by the relevance of these relationships and the relevance of the theoretical premises of the study. All in all, the results show that the suggested model has sufficient explanatory capabilities and offers a reasonable foundation to test the hypothesized causal relations between leadership styles, conflict management, and employee wellbeing.



The bootstrapping analysis has supported the fact that all the paths that are assumed in the structural model are statistically significant. The findings reveal that transactional, transformational and charismatic leadership styles have a significant prediction of conflict management implying that leadership behavior is the core aspect in determining the way conflicts are managed in the workplace.

Additional results reveal that conflict management exerts a strong positive wellbeing impact on employees, proving that good management of conflicts at work place leads to better psychological and emotional health of employees.

The mediation analysis shows that the effects of all three leadership styles are significantly passed to employee wellbeing through the conflict

management. This shows that leadership styles have an effect on employee wellbeing, but only on the conflict management practices and not necessarily direct effects.

The research findings of the bootstrapping indicate the usefulness of the suggested mediation model, as conflict management is one of the main processes by which leadership styles increase the wellbeing of employees.

4. Data Analysis and Results

Table 4.1: Outer Loadings

	CL	CM	EW	TL	TfL
CL1	0.656				
CL2	0.643				
CL3	0.840				
CL4	0.522				
CL6	0.576				
CL7	0.676				
CL9	0.616				
CM1		0.436			
CM10		0.683			
CM11		0.565			
CM2		0.554			
CM3		0.692			
CM4		0.873			
CM5		0.567			
CM6		0.650			
CM7		0.851			
CM8		0.661			
CM9		0.505			
EW1			0.657		
EW10			0.761		
EW11			0.436		
EW2			0.741		
EW3			0.574		
EW4			0.435		
EW5			0.605		
EW6			0.658		
EW8			0.712		
EW9			0.634		
TL1				0.453	
TL10				0.676	
TL11				0.731	
TL2				0.455	
TL3				0.834	
TL4				0.839	
TL5				0.743	
TL6				0.593	
TL7				0.775	

TL8				0.759	
TL9				0.635	
TfL2					0.717
TfL3					0.914
TfL4					0.866
TfL5					0.729
TfL6					0.593
TfL7					0.814

Table 4.1 presents the outer loading of each of the measurement items to their respective constructs. The majority of the indicators have a loading exceeding the acceptable value of 0.50 and this means that they are sufficient to reflect their underlying constructs. Some are also found

to be more than 0.70, which indicates high levels of indicator reliability.

There are a few items with relatively lower loadings but they were kept as they are the theoretically relevant and the overall reliability and validity measures of the constructs are acceptable.

Table 4.2: Reliability and Convergent Validity (Cronbach's Alpha, Composite Reliability, AVE)

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CL	0.771	0.776	0.836	0.427
CM	0.857	0.876	0.887	0.426
EW	0.841	0.847	0.865	0.398
TL	0.885	0.897	0.908	0.481

The table 4.2 data indicate the results of reliability and convergent validity of the study constructs. The alpha of the Cronbach and composite values of all constructs are above the minimum acceptable variable of 0.70, which means that the scales of the measurement have satisfactory internal consistency and reliability.

The value of the Average Variance Extracted (AVE) values is slightly lower than the recommended value of 0.50, and it falls within the acceptable range, although it can be said that it is sufficient as the composite reliability values are high. This implies that the constructs reveal adequate percentage of variance in its indicators.

Table 4.3: Discriminant Validity – Fornell-Larcker Criterion

	CL	CM	EW	TL	TfL
CL	0.653				
CM	0.730	0.652			
EW	0.530	0.696	0.630		
TL	0.704	0.755	0.532	0.693	
TfL	0.480	0.579	0.391	0.737	0.779

Table 4.3 indicates the findings of discriminant validity based on Fornell-Larcker criterion. The square root of construct AVE (diagonal values) is greater than its correlations with other constructs in the model. It means that all of the constructs

are empirically different and quantify distinct concepts. Thus, the discriminant validity is developed, which affirms the fact that the constructs adopted in this study do not overlap

considerably and can be used to test the structural model.

**Table 4.4: Discriminant Validity
HETEROTRAIT MONOTRAIT (HTMT)**

	CL	CM	EW	TL	TfL
CL					
CM	0.880				
EW	0.625	0.734			
TL	0.889	0.850	0.633		
TfL	0.598	0.675	0.497	0.824	

The table below (4.4) shows the results of the discriminant validity when the HeterotraitMonotrait (HTMT) ratio is used. The values of all the HTMT do not exceed the recommended value of 0.90, which means that the discriminant validity has been established satisfactorily between all the constructs. These findings are evidence that there is conceptual differentiation among the constructs

being studied, which includes Charismatic Leadership, Conflict Management, Employee Wellbeing, Transactions Leadership, and Transformational Leadership, and that there is no problematic overlap between the constructs. Therefore, the measurement model satisfies the discriminant condition of validity and falls within the scope of structural model further analysis.

Table 4.5: Collinearity Statistics (VIF)

	VIF
CL1	1.641
CL2	4.032
CL3	5.928
CL4	1.394
CL6	1.563
CL7	2.132
CL9	1.692
CM1	1.855
CM10	2.084
CM11	1.728
CM2	2.535
CM3	2.409
CM4	4.214
CM5	2.052
CM6	2.708
CM7	5.227
CM8	2.533
CM9	1.633
EW1	2.635
EW10	5.574
EW11	3.416
EW2	5.471
EW3	2.354

EW4	2.187
EW5	3.819
EW6	3.578
EW8	2.866
EW9	4.619
TL1	1.624
TL10	2.107
TL11	2.540
TL2	1.850
TL3	3.762
TL4	3.649
TL5	2.880
TL6	2.246
TL7	2.887
TL8	2.432
TL9	2.618
TfL2	1.882
TfL3	5.262
TfL4	3.963
TfL5	2.214
TfL6	1.613
TfL7	2.316

Table 4.5 is a report of the Variance Inflation Factor (VIF) of all indicators that were taken into account in the model. Most indicators fall below the critical threshold of 10 and the less critical threshold of 5 on all VIF values. This implies that

the issue of multicollinearity is not a big problem in the measurement model. Thus, the indicators do not have any collinearity problem, and the regression estimates can be regarded as being stable and reliable.

Table 4.6: Coefficient of Determination (R²)

	R-square	R-square adjusted
CM	0.651	0.648
EW	0.484	0.483

Table 4.6 shows the value of coefficient of determination (R²) of the endogenous constructs. R² Conflict Management is 0.651 which means that leadership styles explain 65.1 percent of the variation on conflict management.

In the same way, the R² of the Employee Wellbeing is 0.484 indicating that conflict management predicts 48.4% of the variance of employee wellbeing. These values show moderate to high explanatory power of the structural model.

Table 4.7: Path Coefficients

	CL	CM	EW	TL	TfL
CL		0.400			
CM			0.696		
EW					

TL		0.410			
TfL		0.085			

Table 4.7 presents path coefficient among the constructs. Charismatic Leadership (b = 0.400), Transactions Leadership (b = 0.410) and Transformational Leadership (b = 0.085) positively relate with Conflict Management. Also, there is a strong positive influence of Conflict

Management on the Employee Wellbeing (b = 0.696). These findings show that leadership styles have a strong impact on conflict management, which subsequently has a positive impact on the wellbeing of employees.

Table 4.8: Cross Loadings

	CL	CM	EW	TL	TfL
CL1	0.656	0.610	0.493	0.354	0.136
CL2	0.643	0.413	0.257	0.593	0.581
CL3	0.840	0.493	0.337	0.639	0.605
CL4	0.522	0.476	0.495	0.634	0.350
CL6	0.576	0.343	0.135	0.500	0.078
CL7	0.676	0.361	0.400	0.290	0.159
CL9	0.616	0.512	0.208	0.223	0.252
CM1	0.438	0.436	0.365	0.298	0.296
CM10	0.507	0.683	0.442	0.541	0.396
CM11	0.502	0.565	0.538	0.440	0.117
CM2	0.300	0.554	0.444	0.506	0.595
CM3	0.536	0.692	0.517	0.553	0.411
CM4	0.606	0.873	0.626	0.682	0.449
CM5	0.640	0.567	0.248	0.523	0.294
CM6	0.357	0.650	0.520	0.503	0.324
CM7	0.444	0.851	0.589	0.582	0.567
CM8	0.534	0.661	0.319	0.338	0.437
CM9	0.347	0.505	0.156	0.264	0.182
EW1	0.237	0.564	0.657	0.498	0.317
EW10	0.165	0.236	0.761	0.152	-0.019
EW11	0.048	0.178	0.436	0.054	-0.209
EW2	0.286	0.360	0.741	0.455	0.374
EW3	0.696	0.584	0.574	0.478	0.493
EW4	0.143	0.289	0.435	0.392	0.274
EW5	0.162	0.300	0.605	0.383	0.096
EW6	0.268	0.389	0.658	0.306	0.117
EW8	0.513	0.642	0.712	0.254	0.377
EW9	0.249	0.242	0.634	-0.002	-0.059
TL1	0.698	0.495	0.315	0.453	0.284
TL10	0.286	0.557	0.327	0.676	0.394
TL11	0.321	0.559	0.177	0.731	0.438
TL2	0.444	0.272	0.107	0.455	0.298
TL3	0.570	0.634	0.281	0.834	0.633

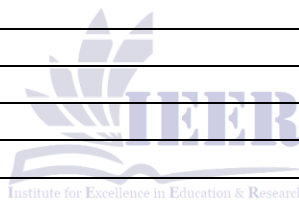
TL4	0.483	0.591	0.424	0.839	0.793
TL5	0.577	0.564	0.456	0.743	0.792
TL6	0.460	0.500	0.480	0.593	0.222
TL7	0.572	0.505	0.410	0.775	0.407
TL8	0.520	0.493	0.441	0.759	0.608
TL9	0.470	0.450	0.606	0.635	0.605
TfL2	0.303	0.389	0.347	0.475	0.717
TfL3	0.365	0.489	0.324	0.674	0.914
TfL4	0.357	0.491	0.250	0.610	0.866
TfL5	0.401	0.313	0.044	0.481	0.729
TfL6	0.213	0.435	0.374	0.495	0.593
TfL7	0.575	0.527	0.410	0.649	0.814

Table 4.8 indicates cross loadings of all indicators. All indicators are loading on their respective constructs the most among others.

This proves that the indicators capture their intended constructs better than the rest. Therefore, the discriminant validity is additionally supported by cross-loading analysis.

Table 4.9: Model Fit (SRMR)

	Saturated model	Estimated model
SRMR	0.171	0.171
d_ULS	30.363	30.334
d_G	n/a	n/a
Chi-square	∞	∞
NFI	n/a	n/a



The model fit indices are shown in table 4.9. The saturated model and estimated model both have a Standardized Root Mean Square Residual (SRMR) value of 0.171. Even though closer

values of SRMR are those that are desired, PLS-SEM focuses more on the predictive ability than the globe model fit. Thus, the model fit can be viewed as being satisfactory as exploratory and predictive research types.

Table 4.10: HYPOTHESIS TESTING

Hypothesis	Path	Decision
H1	Transactional Leadership → Conflict Management	Accepted
H2	Transformational Leadership → Conflict Management	Accepted
H3	Charismatic Leadership → Conflict Management	Accepted
H4	Conflict Management → Employee Wellbeing	Accepted
H5	Transactional Leadership → Conflict Management → Wellbeing	Accepted
H6	Transformational Leadership → Conflict Management → Wellbeing	Accepted
H7	Charismatic Leadership → Conflict Management → Wellbeing	Accepted

The outcomes of the structural model have offered good empirical evidence to support the present research framework. In the ultimate

management of conflicts effectively. The results indicate that the leadership behaviours influence the ways in which conflicts in the workplace are addressed, which consequently impacts on both

the psychological and emotional wellbeing of the employees.

DISCUSSION

The research results of this study show that leadership styles are important in influencing employee wellbeing directly or indirectly through conflict management in SMEs and both in the public and private sector organizations in Karachi, Pakistan. The topic of leadership becomes one of the main organizational drivers of the psychological and emotional wellbeing of the employees, and the outcomes of the research indicate that the employee wellbeing outcomes are the reflection of the leadership behaviors in place and via effective conflict managing mechanisms.

Transformational leadership is positively related to the wellbeing of employees, which aligns with the previous studies suggesting the importance of transformational leaders instilling trust, empowerment, and personalized support (Arnold, 2017; Nielsen and Munir, 2009). In the Pakistani context, the concept of transformational leadership seems to be especially useful in ensuring the establishment of psychologically safe working conditions due to open communication and participation of employees, notwithstanding the hierarchical organizational system. As this observation is consistent with the explanation of Social Exchange Theory (Blau, 1964), according to which the workers are likely to respond to supportive leadership with positive attitudes, and the Job Demands-Resources (JD-R) model, according to which transformational leadership can be discussed as a resource in the workplace that alleviates job-related stress.

The relationship that transactional leadership shows towards employee wellbeing is more conditional but significant. Transactional leadership minimizes role ambiguity and uncertainty when done with fairness, clarity and uniform reward systems especially in structured and rule oriented organizations. These results are consistent with the Conservation of Resources (COR) theory (Hobfoll, 1989) according to which more predictable leadership practices assist

employees in conserving emotional and cognitive resources, which lessen stress and enhance wellbeing.

It is also observed that charismatic leadership has a positive effect on employee wellbeing associated with the improvement of emotional attachment, motivation, and purpose. This type of leadership seems particularly efficient within the collectivist and high power-distance culture like Pakistan where interpersonal relationships and emotional connections with leaders are very important. The results of these studies are congruent with previous research to show that the effectiveness of charismatic leadership is culturally contingent (Walter and Bruch, 2009).

One of the limitations of the research is the possibility of having an empirical validation of the role of conflict management as a mediating force between leadership styles and employee wellbeing. The results show that the styles applied by leaders greatly influence the manner in which conflicts in the workplace are managed and this directly impacts the wellbeing of employees. Transformational and charismatic leadership embraces constructive conflict management based on openness, respect and collaboration whereas transactional leadership uses formal rules and procedural fairness. It is demonstrated that effective conflict management serves as a valuable job resource, which is likely to be relevant to the JD-R model (Bakker and Demerouti, 2017), and as a way of preserving the emotional ones, as per the COR theory (Hobfoll, 1989).

Generally, the study adheres to the existing body of literature on leadership and wellbeing, but it also provides the specific data on the subject in a non-Western and collectivist context. In contrast to Western studies, which focus on the autonomy of people, the results have made it clear that relational leadership and systematic conflict management were significant in hierarchical organizations. This highlights the importance of conflict management that is led by leadership in improving the wellbeing of staff members in Pakistani organizations.

Conclusion

This research paper contributes to the body of literature in leadership and organizational

behavior because it presents the connection between leadership style, conflict management, and employee wellbeing in a framework of explanation. Empirical evidence on these three theories, including Social Exchange Theory, Job Demands-Resources (JD-R) model, and Conservation of Resources (COR) theory is provided by the findings that indicate that the supportive leadership behaviors and the management of conflicts are highly valuable organizational resources that promote employee wellbeing. Placing these relationships in the framework of a collectivistic and hierarchical environment, the study provides the applicability of the leading theories of leadership and wellbeing outside the Western context and provides the context-specific data about the developing economies.

The findings indicate that transformational, transactional, and charismatic leadership styles play a critical role in workplace conflict management that consequently impacts the employee wellbeing directly. Transformational and charismatic leaders encourage free communication, trust, and association, which makes it possible to effectively solve problems and minimise psychological stress. Fairness, clarity and consistency, when applied to transactional leadership also lead to wellbeing since they reduce role ambiguity and uncertainty. The results are consistent with the JD-R model whereby leadership and conflict management are among the job resources, which buffer stress and enhance positive employee outcomes.

One of the main contributions of this research is the empirical confirmation of the conflict management as a mediating variable between leadership styles and employee wellbeing. The results highlight the inability of leadership behaviors to positively contribute to wellbeing without being converted into useful conflict management behaviors. Positively, constructive conflict management saves the emotional and psychological resources of employees, and decreases stress, which is in line with the COR theory. This mediating effect underscores the practical significance of the proactive treatment

of both interpersonal and task-related conflict as opposed to reactive treatment.

Practically, the findings have significant implications to the organizational leaders, human resource professionals, and policymakers. Organizations must make investment in leadership development programs which increase transformational and charismatic leadership potentials with the concomitant improvement of conflict management skills. Communication skills, emotional intelligence and fair conflict resolution training programs can help to considerably increase the wellbeing of employees. Also, companies, especially small and medium-sized businesses are advised to institutionalize transparent and consistent conflict management models in line with their leadership styles to minimize stress levels at the workplace and enhance the sustainability of the organization as a whole in the long term.

The study is limited even though it has its contributions. The cross-sectional design limits causal inference implying that longitudinal studies should be conducted to evaluate the variation in leadership behaviors, conflict management practices, and employee wellbeing across time. The dependence on self-report could lead to common method bias; a study can be conducted with the addition of multi-source or qualitative data in the future to enhance the validity. It would also improve the overall applicability of the results to other regions by increasing the sample size to include Karachi and carrying out cross-cultural comparisons.

To sum up, the research has shown that employee wellbeing is largely influenced by leadership styles via the essential process of conflict management. The study also provides useful theoretical and practical value in improving healthier and strong work environments by emphasizing leadership-based conflict resolution as an essential resource in organizations.

RECOMMENDATIONS FOR FUTURE RESEARCH

The current research can be expanded in a series of ways in the future research. To begin with, this

paper concentrated on transformational, transactional, and charismatic leadership styles, but further studies can take into consideration other models of leadership like servant leadership, ethical leadership, authentic leadership, or inclusive leadership to test the hypothesis that these models have varied impacts on employee wellbeing by conflict management processes.

Secondly, the present study embraced the cross-sectional research design, which does not provide causal inference. It is suggested that future researchers adopt longitudinal or time-lagged designs to improve the dynamism of leadership behaviors, conflict management practices, and employee wellbeing change over time. This would give greater causality and time relations between variables.

Third, the research was carried out in organizations based in Karachi, Pakistan, and this fact might restrict the generalizability of the results. In future studies, the model can be replicated in other cities, regions or even countries, especially under comparative cultural settings in order to establish whether cultural dimensions like power distance, collectivism, or uncertainty avoidance affect effectiveness of leadership style and conflict management process. Fourth, further research can include implementing more mediating or moderating variables, including the organizational culture, psychological safety, emotional intelligence, job autonomy, or perceived organizational support. These variables can also justify or reinforce the connection between leadership styles and employee wellbeing.

Fifth, the current research was based on self-reported survey information, which can be prone to common method bias. It is possible that in future studies, based on the mixed methods research, a combination of questionnaires and qualitative interviews or focus groups are going to be used to obtain a better understanding of how leaders handle their conflicts and how their employees interpret leadership behavior in practical work-related scenarios.

Lastly, the researchers of the future can analyze the sector-specific implications of leadership,

conflict management by conducting individual analyses on the sectors of the population, private, and SME. This would assist in determining whether the leadership style strategies work differently with organizational structures and regulatory conditions and hence provide more specific managerial implications.

REFERENCES

- Ababneh, O. M. A. (2021). The impact of leadership styles on employee turnover intention: The mediating role of organizational commitment. *Journal of Human Resources Management Research*, 2021, 1-17.
- Agarwal, P. (2014). Work-life balance and its relationship with employee well-being: A study of Indian IT professionals. *Journal of Management Research*, 14(2), 87-105.
- Arnold, K. A. (2017). Transformational leadership and employee psychological well-being: A review and directions for future research. *Journal of Occupational Health Psychology*, 22(3), 381-393. <https://doi.org/10.1037/ocp0000062>
- Arnold, K. A. (2017). Transformational leadership and employee psychological well-being: A review and directions for future research. *Journal of Occupational Health Psychology*, 22(3), 381-393. <https://doi.org/10.1037/ocp0000062>
- Ayoko, O. O. (2016). Workplace conflict and its management in the context of organizational change. *Journal of Organizational Change Management*, 29(5), 726-745.
- Bai, Y., Harms, P. D., Han, G., & Cheng, W. (2015). The role of change-oriented leadership and employee performance in organizational change. *Journal of Applied Behavioral Science*, 51(3), 373-397.
- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273-285. <https://doi.org/10.1037/ocp0000056>

- Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology, 22*(3), 273–285.
<https://doi.org/10.1037/ocp0000056>
- Bakker, A. B., Demerouti, E., & Euwema, M. C. (2005). Job resources buffer the impact of job demands on burnout. *Journal of Occupational Health Psychology, 10*(2), 170–180.
- Barattucci, M., Teresi, M., Pietroni, D., Iacobucci, S., Lo Presti, A., & Pagliaro, S. (2021). Ethical climate(s), organizational identification, and employees' behavior. *Frontiers in Psychology, 12*, 657976.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Sage Publications.
- Bevan, S. (2010). The business case for employee health and wellbeing. The Work Foundation.
- Blau, P. M. (1964). *Exchange and power in social life*. New York, NY: Wiley.
- Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
- Bock, A., Eisengerich, A. B., Sharapov, D., & George, G. (2015). The impact of user-entrepreneurs on innovation and competitive advantage. *Journal of Business Research, 68*(11), 2333–2338.
- Budhwar, P. S. (2000). Strategic integration and employee relations in Indian industry. *Personnel Review, 29*(3), 325–343.
- Bulińska-Stangrecka, H., & Bagieńska, A. (2021). The role of employee relations in shaping job satisfaction as an element of corporate social responsibility (CSR) in the organization. *Sustainability, 13*(4), 2160.
- Chung, Y. W. (2015). The mediating effects of organizational conflict on the relationship between workplace ostracism and in-role performance. *Social Behavior and Personality: An International Journal, 43*(8), 1313–1326.
- Cox, E., Edwards, D., & Palmer, K. (2005). *First steps in management*. Palgrave Macmillan.
- Currie, G. (2001). The influence of middle managers in the business planning process: A case study in the UK NHS. *British Journal of Management, 12*(2), 141–155.
- Danielsson, C. B., Bodin, L., Wulff, C., & Theorell, T. (2015). The relationship between the office environment and employee health and well-being: A case study of Swedish architects. *Intelligent Buildings International, 7*(2-3), 120–138.
- De Dreu, C. K. W., & Weingart, L. R. (2003). Task versus relationship conflict, team performance, and team member satisfaction: A meta-analysis. *Journal of Applied Psychology, 88*(4), 741–749.
<https://doi.org/10.1037/0021-9010.88.4.741>
- Department for Work and Pensions. (2006). *Health, work and well-being – Caring for our future: A strategy for the health and well-being of working age people*. The Stationery Office.
- Diener, E., Wirtz, D., Tov, W., Kim-Prieto, C., Choi, D., Oishi, S., & Biswas-Diener, R. (2010). New well-being measures: Short scales to assess flourishing and positive and negative feelings. *Social Indicators Research, 97*(2), 143–156.
- Du, J., Ma, E., Wang, G., & Li, X. (2021). The impact of transformational leadership on hotel employee engagement: The mediating role of psychological empowerment. *Journal of Hospitality and Tourism Management, 48*, 1–10.
- Dundon, T., & Dobbins, T. (2015). Militant partnership: A radical pluralist analysis of the dynamics of employee relations in the Irish aviation industry. *Economic and Industrial Democracy, 36*(4), 653–675.
- Economic and Social Research Council. (2006). *The well-being of the UK: A review of the evidence*. ESRC.
- Fleetwood, K. (2015). Conflict management in educational settings. *Educational Leadership Review, 16*(1), 50–65.

- Ford, D. P., Myrden, S. E., & Kelloway, E. K. (2016). Workplace conflict and employee well-being: The moderating role of perceived organizational support. *International Journal of Conflict Management*, 27(4), 510–526.
- Gemeda, H. K., & Lee, J. (2020). Leadership styles, work engagement and outcomes among information and communications technology professionals: A cross-national study. *Heliyon*, 6(4), e03699
- Grawitch, M. J., Gottschalk, M., & Munz, D. C. (2006). The path to a healthy workplace: A critical review linking healthy workplace practices, employee well-being, and organizational improvements. *Consulting Psychology Journal: Practice and Research*, 58(3), 129–147.
- Guest, D. E. (2002). Perspectives on the study of work-life balance. *Social Science Information*, 41(2), 255–279.
- Guest, D. E. (2017). Human resource management and employee well-being: Towards a new analytic framework. *Human Resource Management Journal*, 27(1), 22–38.
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513–524. <https://doi.org/10.1037/0003-066X.44.3.513>
- Hopkins, M. M., & Scott, S. G. (2016). The roles of leadership and psychological safety in creating learning-oriented teams. *Journal of Management & Organization*, 22(4), 537–551.
- Ilies, R., Aw, S. S. Y., & Pluut, H. (2015). Intraindividual models of employee well-being: What have we learned and where do we go from here? *European Journal of Work and Organizational Psychology*, 24(6), 827–838.
- Importance of Leadership across Business Contexts. (2021). In *International Journal of Innovative Research in Science, Engineering and Technology (IJIRSET)* (Vol. 10, Issue 5). <https://doi.org/10.15680/IJIRSET.2021.1005062>
- India Brand Equity Foundation. (2017). Indian services sector: A story of growth and opportunity. IBEF.
- Islam, T., Khan, M. M., & Ahmed, I. (2021). Protecting healthcare through organizational support to reduce turnover intention. *International Journal of Human Rights in Healthcare*, 14(3), 256–270.
- Kalliath, T., & Brough, P. (2008). Work-life balance: A review of the meaning of the balance construct. *Journal of Management & Organization*, 14(3), 323–327.
- Kersley, B., Alpin, C., Forth, J., Bryson, A., Bewley, H., Dix, G., & Oxenbridge, S. (2006). Inside the workplace: Findings from the 2004 Workplace Employment Relations Survey. Routledge.
- Kossek, E. E., Hammer, L. B., Kelly, E. L., & Moen, P. (2014). Designing work, family & health organizational change initiatives. *Organizational Dynamics*, 43(1), 53–63.
- Kwon, K., & Kim, T. (2020). An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model. *Human Resource Management Review*, 30(2), 100704.
- Lee, H., Choi, J. N., & Kim, S. (2020). The impact of leadership on team performance: The mediating role of team reflexivity and the moderating role of task interdependence. *Journal of Management & Organization*, 26(5), 837–853.
- Lee, Y., Lee, J., & Hwang, Y. (2019). The impact of transformational leadership on employee engagement: The mediating role of psychological capital. *Sustainability*, 11(15), 4156.

- Leon-Perez, J. M., Medina, F. J., Arenas, A., & Munduate, L. (2015). The relationship between interpersonal conflict and workplace bullying. *Journal of Managerial Psychology*, 30(3), 250-263.
- Malhotra, N., & Mukherjee, A. (2004). The relative influence of organisational commitment and job satisfaction on service quality of customer-contact employees in banking call centres. *Journal of Services Marketing*, 18(3), 162-174.
- Malhotra, N., & Mukherjee, A. (2006). The mediating role of commitment in the service quality-satisfaction relationship. *Marketing Intelligence & Planning*, 24(3), 233-248.
- Maximin, E., Moshiri, H., & Bhargava, S. (2015). The cost of workplace conflict: A survey of the literature. *Conflict Resolution Quarterly*, 33(1), 89-106.
- McKenzie, J. (2015). The impact of conflict on employee well-being and performance. *Journal of Human Resources*, 10(2), 45-58.
- Meng, J., Fulk, J., & Yuan, Y. C. (2015). The impact of communication and social context on knowledge integration in globally distributed teams. *Communication Research*, 42(2), 237-263.
- National Association of Software and Services Company. (2012). The IT-BPM sector in India: Strategic review 2012. NASSCOM.
- Nielsen, K., & Munir, F. (2009). How do transformational leaders influence followers' wellbeing? *Work & Stress*, 23(4), 313-329. <https://doi.org/10.1080/02678370903485817>
- Nielsen, K., & Munir, F. (2009). How do transformational leaders influence followers' affective well-being? Exploring the mediating role of self-efficacy. *Work & Stress*, 23(4), 313-329. <https://doi.org/10.1080/02678370903385106>
- Nugroho, B. S., Setyanto, R. W., & Khusniyah, N. (2020). The effect of transformational leadership and work environment on employee performance with organizational citizenship behavior as intervening variable. *Journal of Asian Finance, Economics and Business*, 7(12), 1049-1057.
- Oore, D. G., Leiter, M. P., & LeBlanc, D. E. (2015). Individual and organizational factors promoting successful responses to workplace conflict. *Canadian Psychology*, 56(3), 301-310. <https://doi.org/10.1037/cap0000032>
- Oore, D. G., Leiter, M. P., & LeBlanc, D. E. (2015). Individual and organizational factors promoting successful responses to workplace conflict. *Canadian Psychology*, 56(3), 301-310. <https://doi.org/10.1037/cap0000034v>
- Rehman, S., Ishaq, M. I., & Karim, F. (2021). Leadership styles, conflict management, and employee outcomes: Evidence from public sector organizations in Pakistan. *Journal of Management Development*, 40(6), 437-452. <https://doi.org/10.1108/JMD-01-2020-0023>
- Rehman, S., Zafar, M., & Ramay, M. I. (2021). Leadership styles and conflict management: Evidence from public sector organizations in Pakistan. *Journal of Management Development*, 40(4), 317-332.
- Skogstad, A., Hetland, J., Glasø, L., & Einarsen, S. (2015). Leadership styles as predictors of workplace stress and wellbeing. *Leadership Quarterly*, 26(4), 570-585. <https://doi.org/10.1016/j.leaqua.2015.02.001>
- Skogstad, A., Hetland, J., Glasø, L., & Einarsen, S. (2015). Leadership styles as predictors of employee well-being. *International Journal of Stress Management*, 22(4), 386-411. <https://doi.org/10.1037/a0039080>

Walter, F., & Bruch, H. (2009). An affective events model of charismatic leadership behavior. *Leadership Quarterly*, 20(4), 491-505. <https://doi.org/10.1016/j.leaqua.2009.04.009>

Walter, F., & Bruch, H. (2009). An affective events model of charismatic leadership behavior. *The Leadership Quarterly*, 20(2), 142-159. <https://doi.org/10.1016/j.leaqua.2009.01.003>

