How Employee Conflict Behavior Affects Work Engagement: Transformational Leadership as Mediator and Moderating role of Pro-Social Motivation

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Abstract

The objective of this study is to assess the effects of a follower's conflict behavior (FCB) on work engagement (WE), as well as how transformational leadership (TL) governs the link between dimensions of FCB problem-solving behavior (PSB), dominating conflict behavior (DCB) with WE and moderating impact of prosocial motivation on the relationship between dimensions of followers' conflict behavior (PSB & DCB) with TL.

Data was collected using a quantitative technique and a cross-sectional survey method for hypothesis testing. The data was gathered from 307 individuals in Karachi's various service sectors. Smart Pls 4 was used to analyze the data in this investigation. The study indicated that followers' problem-solving behavior is positively related to work engagement but dominating conflict behavior found a negative impact on work engagement. Moreover, transformational leadership found no mediating impact between problem-solving behavior, dominating conflict behavior, and work engagement. Prosocial motivation shows the moderating impact on the relationship between followers' Problem-solving behavior. Dominating conflict behavior towards Transformational leadership leads to work engagement.

Keywords*: Problem-solving behavior, dominating conflict behavior, transformational leadership, prosocial motivation, and work engagement.*

Introduction

In a study conducted by Aw and Ayoko (2017), it was found that followers are influenced by the behaviors demonstrated by the leaders. However, there exists a gap in the influences that followers can exert on leaders. However, leadership style influences the success or failure of the organization, and the leadership approach is critical in defining the dynamic between leaders and followers (Chandolia & Anastasiou, 2020a). Moreover, it is found that the style of a leader leads the people toward the mission situated by the organization, and with the help of leadership styles; teams are kept motivated to achieve shared goals. Research is being conducted on leadership styles but it is concluded that no best style can match every situation. However, in some research, it is revealed that the style of transformational leadership tends to settle conflicts within teams and organizations (Chandolia & Anastasiou, 2020b). A transformational leadership style is paying concentration on the progress of followers addressing the requirements of followers to sustain their position in the organization. Therefore, The leaders who practice transformational leadership are particularly concerned with helping their staff establish value systems, improve their abilities, and become more motivated (Misra & Srivastava, 2018). According to the findings of Nikilova et al. (2019), behavioral impact on employees and leaders demonstrates at the workplace develops the culture of the organization. Therefore, when an immoral culture is established in the organization it results in harming the reflection as well as the performance of the organization.

Work engagement's role is critically essential in the organization moving in a positive direction (Burnett & Lisk, 2019). Moreover, the current era of the business world is categorized by hard competition, quick change, and the small life cycle of the product has modeled numerous trials to modern firms to continue competing. However, it is also been noticed in recent studies that conflict behaviors by the followers play a vital role in making harm to work engagement (Mubarak et al., 2021). However, in the current era of Pakistan where the economy is struggling and every single employee of the organization need to input their maximum expertise to enhance not only organizational performance that will lead to benefit Pakistan's economy (Nasir et. al 2020). Work engagement is the strong pillar to getting this competitive advantage (Akhouri & Chaudhary, 2019). Sheikh et al. (2019) argued that organizational performance in Pakistan is

declining because of work engagement by the employees. Follower's behavior is responsible for negative and positive outcomes in an organization (Saleem et al., 2020).

There is much research conducted on conflict but follower behavior is not studied before in the context of followers' conflict behavior. The past researchers mainly focused on how a leader's role shapes a follower's behavior (Bentein et al., 2022) but how followers impact leaders and work engagement is still debatable. Aw and Ayoko (2018) examined in their study that followers' conflict behaviors must impact the capability of a leader to exhibit behavior such as transformational behavior, however, they established the fact that followers' conflict behaviors in which problem-solving behavior by followers are optimistically correlated to the work-related process. It is also in the limelight by Aw and Ayoko (2018) that followers' conflict behavior such as followers' behavior can be impacted by transformational leadership and followers mutually create the behavior process additionally, suggested transformational leadership can be a role in governing followers. The constructs from interpersonal conflict theory have been used in research in Pakistan (Kadir & Jawad, 2020; Kundi & Badar, 2021; Yasmeen et al., 2020). However, in Pakistan, there is no research conducted on how followers' conflict behavior impacts transformational leadership and ultimately work engagement. Empirical research was conducted for interpersonal conflict but conflict management's five styles such as collaborating, accommodating, competing, avoiding, and compromising were utilized (Gull et al., 2012). These studies furthermore recognized the fact of favorable cultivation from collaborating and accommodating styles but compromising, avoiding, and competing portrayed harmful effects. This study will be the first in Pakistan to address followers' conflict behavior without overlapping of five conflict management styles discussed above. We are using two main dimensions of conflict management styles to avoid overlapping as suggested by Aw and Ayoko (2018) Problem-solving conflict behavior is formed by two styles of conflict management collaborating and accommodating, and dominating conflict behavior is formed by competing styles. By using these non-overlapping criteria of conflict management our study fills the gaps of leakages in work engagement. However, which behavior will be the most significant with governing impacts of transformational leadership and will be identified to cover and enhance work engagement in the private sector of Pakistan.

This study fill the gap on how followers' (employees') conflict behavior will be dealt with so that work engagement will not be affected. Ultimately work engagement should be in a smooth transition but when conflict arises it should be controlled. Particularly in Pakistan, a third-world country where the economy is struggling, exhaustion and stress make people feel in conflicting positions with other employees which in last harm work engagement. Whereas In the current research, we have applied transformational leadership in governing roles towards work engagement with followers' conflict behaviors and it will benefit in controlling and eradicating conflict behavior so that work engagement negativity may be reduced or vanished. Since the nature of transformational leadership is influencing and motivating there are adhere chances it will reduce the negative effects of the conflict behaviors by the followers.

Literature Review

Problem-Solving Conflict Behavior : Problem-solving behavior has been conceptualized as compromising as well as integrating moreover this type of behavior is solution oriented. Primarily integrating type of conflict behavior consist of high collaboration for self and others too, ultimately this behavior helps to engage in problem-solving due to active participation in collaboration to satisfy both parties (self and other) (Rahim et al.,2000). Secondly, compromising conflict behavior which consists of moderating concern for self as well as for others problem-solving behavior in employees is a complex and multi-faceted topic that is continuously studied in recent years. Problem-solving and decision-making are closely related and organizations can enhance their problem-solving and decision-making capabilities by creating a supportive culture, fostering a diverse and inclusive workforce, and promoting learning and development opportunities (Drigas & Karyotaki, 2019).

Dominating Conflict Behavior : Dominating conflict behavior is conceptualized as competing or forcing conflict behavior in which concern for self is far above the ground and concern for other are near to the ground. Moreover, this type of behavior comprises competing the conflicting individuals or groups into acquiescence at the expense of the next one's expectations, needs, concerns as well as opportunities (Rahim et al., 2000). A study by Rosenthal-von der Pütten et al. (2019), found that conflicts in which power and status differentials exist tend to be more destructive and negatively affect performance.

Transformational leadership: This leadership style focuses on the way that is responsible for the affirmative change in the followers. Transformational leaders are usually passionate, enthusiastic, and energetic. Furthermore, these types of leaders are involved only in the process but also in assisting followers. Transformational leadership can be demarcated as the development of followers' motivation and loyalty to provide and gain organizational objectives and to make them see the organizational mission, and vision, as stimulated by leaders.

Work engagement : Work engagement is having enthusiasm, determination, and absorption in one's work are characteristics of the psychological state known as work engagement. Recent studies have demonstrated that work engagement can have a favorable effect on a variety of a person's work and life elements. Employees who are involved in their work are less likely to have intentions to leave the company. Work engagement reduces turnover intentions. Lai et al. (2020) found that work engagement is positively related to job performance.

Prosocial Motivation : People who have a prosocial motivation to assist others are more likely to engage in cooperative and collaborative problem-solving (Ji & Yan., 2022). This can lead to more effective and efficient problem-solving, as multiple perspectives and ideas can be brought to bear on the issue. This can help to reduce dominating behavior and create a more positive and harmonious work environment. Overall, prosocial motivation can have several benefits for both individuals and organizations. It can enhance problem-solving behavior, reduce dominating behavior, and create a more positive and collaborative work culture.

Hypothesis Development

Problem-Solving Conflict Behavior and Work Engagement*:* For more than a couple of decades, numerous studies have triggered speedy work on work engagement. It refers to a developing, affective-motivational condition of strong energy coupled with a commitment to one's work (Bakker & Leiter, 2010). Problem-solving conflict behavior enhances work engagement and job performance (Abun et al., 2021). Employees during workdays as well as hours are access to numerous varieties (Bakker et al., 2014). Work engagement is an essential element and a more robust forecaster of performance rather than satisfaction (Borst et al., 2020). Among conflict-handling styles integrating and compromising styles reflect problem-solving

behavior and through these collaborative styles achieve desired outcomes (Chen et al., 2012). A study by Plomp et al. (2019), discovered that the ability to solve problems is positively correlated with work engagement and that this association is larger for workers in high-demand occupations. We argue that problem-solving behavior, in turn, will enhance work engagement. Problem-solving behavior boosts social interactions between followers and confidence may turn out to be a consequence of affirmed social interaction such as followers are highly enthusiastic to express views and unveil information with the conflicting individual or a group. On the statements above we proposed that:

H₁: Problem-Solving behavior is positively related to work engagement

Dominating Conflict Behavior and Work Engagement *:* Followers who are concerned with this conflicting behavior will do all aspects of conquest containing forcing the opposite group to produce into compliance by creating fears and imposing negative consequences (Rahim, 2000). One study conducted by Raja et al. (2020), found that dominating conflict behavior is negatively related to employee well-being such as job satisfaction, psychological well-being, and organizational commitment. However, work engagement is boosted through collaborative behavior (Hargadon & Bechky, 2006) but dominating conflict behavior endorses not as much productive conflict as destabilization relationships and decision-making. Prior studies also show evidence of those followers who practice dominating conflict behavior have similar substantiation for lesser satisfaction with others (Fehn & Schütz, 2021). Dominating conflict behavior is considerably responsible not just for an escalating conflict on the other hand they also for hindering collaboration and interaction (Ho & Yeung., 2020). Elian et al. (2020) found that dominating conflict behavior is positively related to turnover intentions, meaning that employees who experience dominating conflict behavior are more likely to have intentions to leave the organization. Hence it is proposed that

H₂: Dominating conflict behavior is negatively related to work engagement.

Altunoğlu and Babacan (2019) argue in their study that favorable results arise from followers' work engagement. Transformational leadership, however, is defined as "moving the follower

beyond immediate self-interests through idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration" (Bass, 1999).

Recent studies have shown that transformational leadership can play a governing part in the association between problem-solving behavior and work engagement. In a study by Chen et al. (2020), it was established that transformational leadership promoted both problem-solving behavior and work engagement. Additionally, the correlation between both was governed by transformational leadership. The study investigated a group of employees in the technology industry in China. In a study by Park et al. (2021), The results showed that transformational leadership fostered positive problem-solving behavior, which resulted in a positive impact on work engagement. Work engagement. Another study by Ali Ababneh et al. (2021)) found that transformational leadership had a positive effect on problem-solving behavior and a positive effect on work engagement and that the relationship between dominating conflict behavior and work engagement was governed by transformational leadership. A study conducted by Panagopoulos (2009) proved the governing impact of transformational leadership between followers' behavior and consequences (e.g. work engagements and performance). The follower's conflict behavior is redesigned and grouped into two (problem-solving behavior, and dominating conflict behavior to avoid overlapping (Aw & Ayoko, 2017). Recent studies have investigated the mediating role of transformational leadership in the relationship between dominating conflict behavior and work engagement. A study by Peng et al., (2021)found that transformational leadership had a negative effect on dominating conflict behavior and that this relationship was mediated by transformational leadership. Overall, these studies provide evidence that transformational leadership plays a mediating role in the relationship between dominating conflict behavior and work engagement and suggest that organizations may benefit from promoting transformational leadership practices to improve employees' conflict management and engagement at work. We propose transformational leaders as per inspiration and motivation in nature will govern the relationship and lead to work engagement, thus we propose that

H₃a Transformational leadership mediates the relationship between Followers' problem-solving behavior and work engagement.

H₃b Transformational leadership mediates the relationship between Follower's dominating behavior and work engagement.

Prosocial Motivation as a Moderator. *:* The association between followers' conflict behavior (PSB & DCB) and transformational leadership is further suggested to be influenced by prosocial motivation. The tendency to act in ways that benefit others or society as a whole rather than simply oneself is referred to as prosocial motivation. According to research, the prosocial drive can act as a moderator in a variety of organizational circumstances (Kim & Kim, 2021). By acting as a moderator, prosocial motivation can influence the relationship between leadership practices and worker outcomes. Prosocial motivation can alter the correlation between job attributes and employee results as a moderating influence. For example, a study by Cai et al. (2019) found that when employees have high levels of prosocial motivation, the relationship between job autonomy and job satisfaction is stronger. Overall, research suggests that prosocial motivation has the potential to moderate in a range of organizational contexts, strengthening the relationship between various factors and positive employee outcomes. Up to the present time studies on prosocial motivation have emphasized its confident impact on organizations and individuals (Bolino & Grant, 2016). As per Self-Determination Theory, prosocial motivation can be formed at various stages of the independent parameter; the requirement to help out others can be separately sustained by a sense of value coherence and admiration or can be forced by a good judgment of responsibility and pressure, or obligation (Gagné & Deci, 2005). Followers' negative reactions are weakened when pro-social motivation is high among followers (Sun et al., 2021). However, the association between transformational leaders with followers who are highly prosocial motivated are enthusiastic and exhibit constructive outcomes (Salim & Rajput, 2021). The indication that prosocial motivation improves transformational leadership is grounded in the effort of Grant (2008), who recommends that the higher the motivation to create a prosocial transformation, there will be more facilitating behavior. Followers who adopt problem-solving behavior are expected to be boosted through prosocial motivation (Salim & Rajput, 2021). However, problem-solving conflict behavior is responsible for controlling aggression and promoting facilitation with others (Azizi et al., 2019). Graesser et al. (2018) also established in their study that followers' problem-solving behavior increases participation in the workforce and with the leader. Jensen et al. (2019) examine in their study that when one has a dominating

conflict behavior, the follower-leader relationship gets badly affected and the work environment and smooth transitions become low. However, prosocial motivation helps to shape positively followers' behavior with coworkers as well as with the leader because prosocially motivation enhances employee commitments and goes further than self-interest (Arshad et al., 2021; Hu et al., 2019). Hence, it is suggested that prosocial motivation has the power to weaken dominating conflict behavior of followers (Batson, 2022). Based on these statements above we argue that

H_4 Prosocial motivation has a moderating impact on the relationship between problem-solving behavior and transformational leadership.

H_5 Prosocial motivation has a moderating impact on the relationship between dominating conflict behavior and transformational leadership.

Figure. I
Conceptual Framework
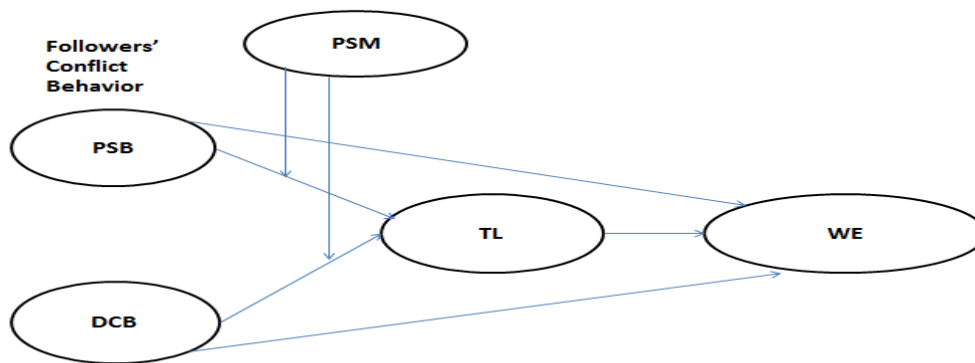
Methodology

Research Design: The study uses a quantitative approach. Surveys were conducted to analyze the impact of followers' conflict behavior (PSB & DCB) towards work engagement with Transformational leadership and to check the strengthening role of prosocial motivation.

Sample and procedures : Employees of private sector organizations were issued the survey to gather data. The convenience sampling approach was used. 335 polls total were distributed. Among these, 307 were returned from Pakistani private-sector workers who met all the criteria for the analysis. By taking into account a 99% confidence level, a 1% error risk, and a standard

deviation of 0.5, the indicated sample size satisfies the requirement of the required sample size, which is 307 respondents. Additionally, contradicting the extensively utilized values to decide the smallest number of the participant per indicator we used data from 10 feedbacks, Westland (2010) demonstrated that the "obligatory sample size is not a linear function exclusively of indicator count" (Westland, 2010; P476). Adopting Westland's (2010) method of the numerical algorithm for scheming the entire lowest size of the sample, the inferior obligation on sample size for this study is 307. It is grounded on five latent variables and 44 items. These items have statistical power and significance of 0.80 and 0.05 in that order. Hence, the sample size of 307 justifies the suggested smallest size of the sample for satisfactoriness in sampling (Westland, 2010). To examine our model, we utilized Smart PLS V.4 software using Partial Least Squares (PLS). Succeeding the suggested dual-step systematic processes for structural equation modeling, we established the outer model for the estimation of construct reliability and validity. In the second stage, we inspected the inner model or structural model (Hair, Hult, Ringle, & Sarstedt, 2013). For investigating the loadings and the influence of the path coefficients, a process of bootstrapping was applied with 5000 resamples (Hair et al., 2013). Since SEM needs figures not to disrupt the supposition of normality, the normality of the figures was confirmed. The skewness statistics measurement was from 2.003 to 0.391 as well as the kurtosis measurements were from 0.042 to 3.025. For the reason that certain standards of skewness surpassed 2 and certain values of kurtosis surpassed 3, the figures were under abnormality agreeing with Kline's (2011) criteria. Consequently, PLS established SEM was adopted for this research. Partial Least square is a deep-rooted method for approximating relationships in inner models and has been extensively utilized in numerous studies. The PLS procedure was progressively in limelight in management and marketing studies in the previous years due to the ability in modeling latent constructs in circumstances of sample sizes such as small to medium and non-normality (Hair et al., 2013).

Data Analysis

This research utilized structural equation modeling based on Smart PLS 4 to analyze data which includes measurement and structural analysis (Anderson & Gerbin 1988). We employed internal consistency, composite reliability, convergent validity, average variance extracted, and discriminant validity for measurement analysis.

Respondent Profile : The data is collected from different service sector employees from Karachi with a convenience sampling procedure. Total responses of 307 were acknowledged of which 60.1% were male employees and 39.9% were female employees. According to the data, the level f education of respondents is doctorate 15%, Master 20.9%, Bachelor 43.8%, and intermediate 20.3%. However, the professional experiences exhibit that 54.2% have 2 years of experience or close to that, 22.9% of respondents are close to 5 years of experience, 16% have close to 10%, and 6.5% are showing than 10 years.

Descriptive Statistic

Table 1
Confirmatory Factor Analysis

Variables		Items	Descriptive Stats		Confirmatory Factor Analysis		
			Mean	St. deviation	Outer Loading	T Stats	P Values
PSB	1	I try to integrate my ideas with those of my supervisor to come up with decisions jointly	0.726	0.719	0.071	10.228	0.000
	2	I negotiate with my supervisor so that a compromise can be reached.	0.733	0.728	0.056	13.070	0.000
	3	I exchange accurate information with my supervisor to solve a problem together	0.712	0.708	0.088	8.073	0.000
	4	I collaborate with my supervisor to come up with decisions acceptable to us.	0.782	0.784	0.049	15.930	0.000
	5	I try to work with my supervisor to find a solution to a problem that satisfies our expectations.	0.852	0.848	0.041	21.019	0.000
DCB	1	I use my expertise to make a decision in my favor.	0.781	0.767	0.130	6.016	0.000
	2	I am generally firm in pursuing my side of the issue.	0.826	0.810	0.114	7.236	0.000
TL	1	My leader instills pride in being associated with the team.	0.716	0.713	0.067	10.667	0.000
	2	My leader is excited about what needs to be accomplished.	0.766	0.762	0.059	13.027	0.000
	3	My leader articulates a compelling vision.	0.747	0.743	0.066	11.236	0.000
	4	My leader expresses confidence in goal achievement.	0.755	0.752	0.057	13.213	0.000
	5	My leader raises critical assumptions to question whether they appreciate or not.	0.820	0.818	0.042	19.749	0.000
	6	My leader seeks different perspectives in problem-solving.	0.794	0.793	0.045	17.536	0.000
	7	My leader goes beyond self-interest for the good of the staff.	0.810	0.809	0.036	22.489	0.000
	8	My leader has my respect.	0.828	0.829	0.032	25.616	0.000

		Statement					
	9	My leader allows me to look at problems from different angles.	0.812	0.811	0.034	23.955	0.000
	10	My leader displays a sense of power and confidence in me.	0.822	0.823	0.038	21.914	0.000
	11	My leader talks only about the most important values and beliefs.	0.835	0.835	0.038	22.010	0.000
	12	My leader specifically the importance of having a strong sense of purpose.	0.817	0.817	0.037	22.197	0.000
	13	My leader considers the moral & ethical consequences of decisions.	0.731	0.730	0.057	12.797	0.000
	14	My leader emphasizes the importance of the group's mission.	0.716	0.713	0.067	10.667	0.000
WE	1	I find the work that I do full of meaning and purpose.	0.706	0.703	0.064	10.961	0.000
	2	Time flies when I am working.	0.817	0.817	0.035	23.419	0.000
	3	At my job, I feel strong and vigorous.	0.739	0.735	0.060	12.261	0.000
	4	I am enthusiastic about my job.	0.800	0.797	0.047	17.098	0.000
	5	When I am working, I forget everything else around me.	0.862	0.859	0.035	24.912	0.000
	6	My job inspires me.	0.738	0.732	0.060	12.237	0.000
	7	When I get up in the morning, I feel like going to work.	0.849	0.848	0.035	24.591	0.000
	8	I feel happy when I am working intensely.	0.793	0.790	0.051	15.518	0.000
	9	At my work, I feel bursting with energy	0.766	0.763	0.058	13.294	0.000

Table-2
Measurement model

Constructs	Items	Loading [a]	RhoA [b]	CR [c]	AVE [d]
Problem-Solving Conflict Behavior	FCB4	0.763	0.821	0.875	0.638
	FCB1	0.761			
	FCB23	0.773			
	FCB5	0.890			
Dominating Conflict Behavior	FCB18	0.781	0.455	0.784	0.646
	FCB21	0.826			
Transformational Leadership	TL1	0.716	0.936	0.619	0.928
	TL2	0.810			
	TL3	0.829			
	TL4	0.812			
	TL5	0.822			
	TL6	0.835			
	TL7	0.817			
	TL8	0.731			
	TL9	0.714			

	TL10	0.716			
	TL11	0.766			
	TL12	0.747			
	TL13	0.754			
	TL14	0.820			
	WE2	0.727	0.955	0.957	0.615
	WE3	0.714			
	WE4	0.757			
Work Engagement	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 indicates convergent validity (Bagozzi Yi, 1988)

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

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

Discriminant Validity
Table 3
Fornell-Larcker Criterion

	DCB	PSB	TL	WE
DCB	**0.803**			
PSB	0.504	**0.799**		
TL	0.415	0.548	**0.785**	
WE	0.348	0.496	0.79	**0.787**

Table 5

Heterotrait-Monotrait Ratio				
	DCB	PSB	TL	WE
DCB				
PSB	0.799			
TL	0.635	0.599		
WE	0.533	0.556	0.834	

Findings and Results

Measurement Model : In the initial phase of the measuring outer mode, we assessed factor

loadings, convergent validity, composite reliability (CR), and average extracted variance (AVE).

Table III shows that all indicator loadings were greater than the permitted limit of 0.7 (Hair et al.,

2013). Items were removed below 0.7. The recommended significance of 0.7 was surpassed by

composite reliability values, which show how effectively the manifest variables signal the latent

construct, While the average variance, which represents the overall total variation in the items

included in the latent construct, exceeded the recommended cutoff point of 0.5 (Hair et al., 2013).

Additionally, a second stage involved calculating the discriminant validity. It demonstrates the extent to which the measurements do not support the existence of another variable; this is demonstrated by near-to-the-ground correlations involving the compute of interest and the instruments of other constructs. Table IV reveals that each construct's AVE (diagonal values) has a square root that is bigger than the correlation coefficients that go along with it, which is an indication of the discriminant validity of the construct (Fornell & Larcker, 1981). According to several latest criticisms of the Fornell and Larcker (1981) criterion, they are not capable of consistently detecting discriminant validity The heterotrait-monotrait (HTMT) correlation ratio is a different method for evaluating discriminant validity that is based on the multitrait-multimethod matrix (Hair et al., 2013) The estimation of discriminant validity was done using this novel technique. The results are reported in given Table V. Discriminant validity is logically as well as empirically distinct if the HTMT value is less than 0.90 (Gold et al., 2011). However, these criteria are strongly recommended (Henseler et al., 2015).

Structural Model : Hair et al. (2013) proposed analyzing the structural model using a bootstrapping approach with a 5000-resample size by looking at the P-value, beta, and matching t-values. We began by examining the correlations between the variables. Problem-solving behavior has a positive impact on work engagement ($\beta = 0.211$; P= 0.037.; t 2.081). As a result, H1 is significant. While dominating conflict behavior is negatively related to work engagement (β= 0.211; P=0.385; t 0.700). Furthermore, transformational leadership has no mediating impact on the relationship between problem-solving behavior and work engagement (β= 0.046; P=0.642; t 1.633
as well as dominating conflict behavior and work engagement (β= 0.122; P=0.000; t 3.686). Hence H3a and H3b is rejected. Problem-solving conflict behavior, and dominating conflict behavior account for 68.3 percent of the variation in work engagement ($R^2 = 0.683$) and the variance being made in transformational leadership is 20 percent ($R^2 = 0.20$). However, values of 0.69, 0.28 &0.37 are more than the 0.26 value suggested by Cohen (1998) to indicate a substation model, and the value of 0.20 is reported as moderate.

Moderation analysis : This research assumed prosocial motivation would have a strengthening effect on the associations between problem-solving behavior, dominating conflict behavior, and non-confronting conflict behavior in transformational leadership. Moderation analysis is examined by utilizing a product-indicator approach in PLS. According to Chin, Marcolin, and Newsted (2003), Partial least square is capable to give more perfect estimates of the strengthening or weakening impact of the moderator by accounting for the erroneousness that lessened the predictable associations and enhances the theories' validation (Henseler & Fassott, 2010). However, to examine the chance of the effect of moderator, problem-solving behavior, dominating conflict behavior and non-confronting conflict behavior (predictors), and prosocial motivation (moderator) were multiplied to create an interaction construct (problem-solving behavior & dominating conflict behavior with prosocial motivation) to predict transformational leadership. As Table VIII shows the expected consistent path coefficients for the effect of the moderator on the relationship between problem-solving behavior and transformational leadership (β= 0.183; P= 0.023, t 2.277) and dominating conflict behavior and transformational leadership (β= --0.131; P=0.115) .This indicates that portraying prosocial motivation is moderating the relationships between problem-solving behavior, dominating conflict behavior and transformational leadership, hence H4 and H5 are accepted.

Table 5
Direct relationship

Hypothesis	Path	Beta	T Statistics	P Values	F statics	Decision
H1	DCB -> WE	0.044	0.385	0.700	0.000	Rejected
H2	PSB -> WE	0.211	2.081	0.037	0.014	Accepted

Table 6
Mediation Analysis

Path	Hypothesis	Beta	T-value	P-value	Decisions
H3a	DCB -> TL -> WE	0.117	1.633	0.103	Rejected
H3b	PSB -> TL -> WE	0.046	0.642	0.521	Rejected

Table 7

Moderation Analysis

path	Hypothesis	Beta	T Statistics	P Values	F statics	Decision
H4	PSM*DCB>TL -> TL -> WE	-0.131	2.277	0.023	0.120	Accepted
H5	PSM*PSB>TL -> TL -> WE	0.183	3.301	0.001	0.052	Accepted

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Figure 2
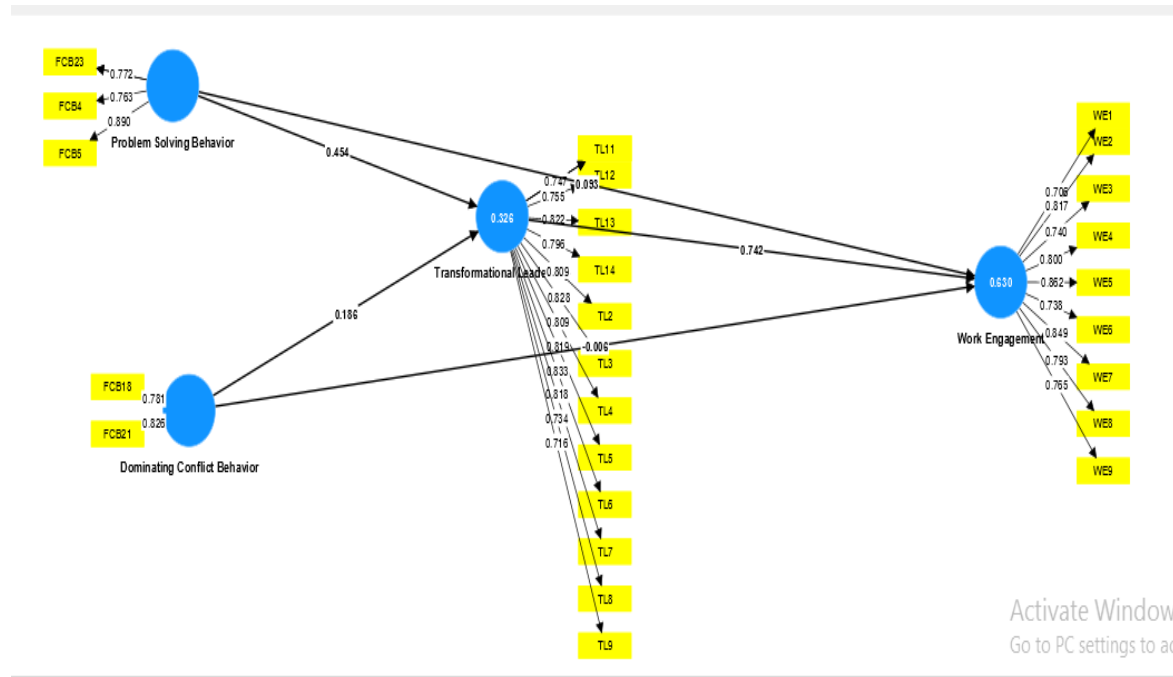**Measurement Analysis**
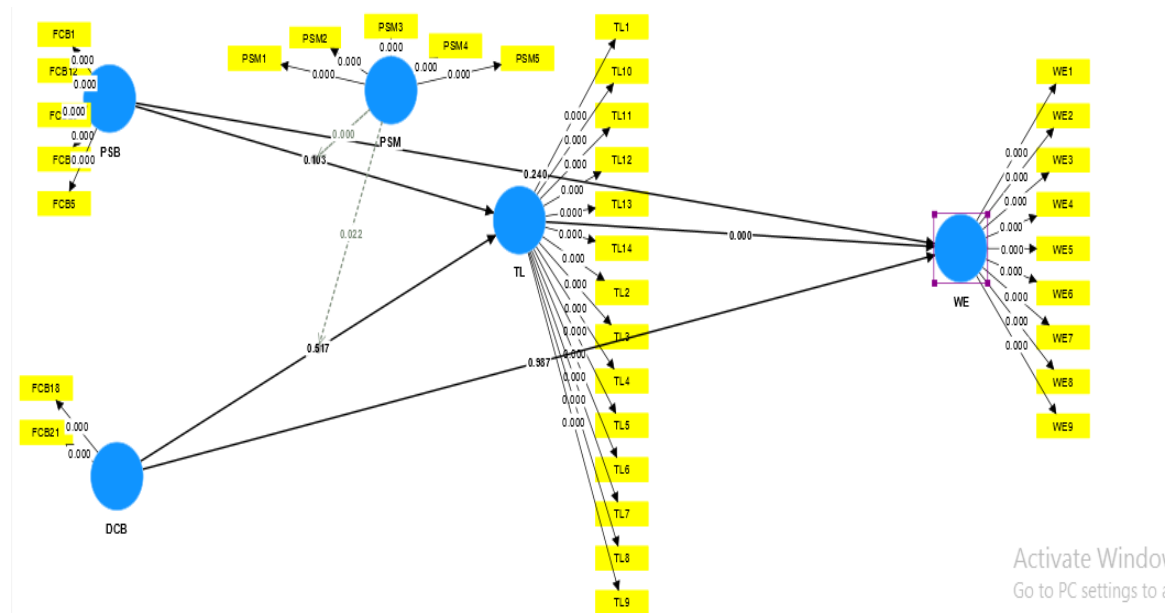

Figure 3
Path coefficients

Table 8

Variables	R square
TL	0.628
WE	0.620

Discussion

This study looks at how conflict behavior among followers affects job work engagement. Additionally, the mediating role of transformational leadership and moderating role of prosocial motivation.

This study's results add to the current body of acquaintance by supporting the importance of followers' conflict behavior in which two main segments are problem-solving behavior and dominating conflict behavior, especially in the private service sector of Pakistan. Even modern scholars have emphasized the need to examine five conflict resolution strategies—collaborating, competing, avoiding conflict, and compromising toward job performance. A small amount of research has been done so far to avoid overlapping in these styles. Problem-solving behavior consists of two important conflict-handling styles which are collaborating and compromising. In the same manner, dominating conflict behavior consists of a competing style. However, how do these two styles (problem-solving behavior & dominating conflict behavior) influence work engagement? Therefore, this study is surrounded by the first and foremost effort to investigate the relationship between followers' conflict behavior (problem-solving behavior & dominating conflict behavior) with the governing role of transformational leadership. Furthermore, prosocial motivation as playing a moderating role in minimizing dominating and non-confronting behavior and strengthening problem-solving behavior. However, by considering the aims of this study, all hypotheses were examined. The findings from structural equation modeling show three key hypotheses. The problem-solving behavior of followers is significantly related to work engagement. This is due to the high collaboration and compromise between two parties and triggers the decisions on mutual consent and attaining the most anticipated results in the organization. It has also been validated in previous studies (Chen et al., 2012; Rahim & Magner, 1995; Aw & Ayoko 2018). Additionally, dominating conflict behavior is found in hindering work engagement because it can create a toxic work environment, in which other employees may feel threatened or disrespected. This can lead to increased stress, reduced morale, and a decrease

in productivity. The present result concurred with the conclusion made by Rahim (1986) that dominating style is a less effective means of positive outcomes. Earlier research demonstrated that employees such as dominating in conflict are associated with lower satisfaction and resentfulness (Alper et al., 2000)

We found that problem-solving behavior is insignificant to work engagement with the governing role of transformational leadership as it ensures the intention of followers that they can influence their leaders in the process of leadership (Dvir & Shamir, 2003) it exhibits that transformational leadership has not mediated between problem-solving and dominating conflict behavior with work engagement.

While considering the moderating impact of prosocial motivation, the results conclude that prosocial motivation has a moderating impact on the relationship between problem-solving behavior and the capacity to reduce dominating conflict behavior, towards transformational leadership leading to work engagement. Research has shown that prosocial motivation can lead to positive outcomes in a variety of settings, including the workplace. For example, employees who are motivated by a desire to help others or to make a positive impact on their organization may be more likely to engage in cooperative and collaborative behaviors, which can help reduce conflicts (Shin & Hur, 2020). Furthermore dominating conflict behaviors that have negative outcomes, are controlled and reduced by prosocial motivation, which also corroborates the studies (Shao & Peng, 2022; Sun et al., 2021).

The most important contribution of this research to the current body of conflict handling management literature is to draw attention to dimensions of followers' conflict behavior and its relation to followers' work engagement with mediating the impact of transformational leadership. Grounded on the results we figure out that problem-solving behavior is related to work engagement but dominating conflict behavior is negative. However, transformational leadership has no governing role in making relationships with work engagement. When applying prosocial motivation as a moderator, Results exhibit that prosocial motivation strengthens problem-solving behavior with transformational leadership and weakens the negative impacts of dominating conflict behaviors. However, a small number of studies have been done so far in the area of conflict-handling styles in the form of adopting three dimensions (problem-solving behavior &

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dominating conflict behavior) to avoid or minimize overlapping between five conflict-handling styles. This study provides the foundation for the use of these dimensions with leadership styles and leads to work engagement.

Various researchers have paid attention to the impact on followers' behavior by transformational leadership rather than the impact of followers' conflict behavior on work engagement as well as the impact of conflict handling styles but not mainly two dimensions by adding conflict-handling styles to ignore overlapping.

In addition, only a few studies have focused on transformational leadership as a mediator mainly with followers' conflict behavior. This research comes up by examining and confirming three major factors formed by followers' conflict-handling styles with work engagement. However, these results are the same as the manner of previous studies as they empirically showed the impacts of followers' behavior on job satisfaction and job performance.

Managerial Implications Taking into consideration the aggressive nature of the corporate service industry in Pakistan. Managers should consider followers' behavior to dealing with work engagement because it is a behavior that suffers the working environment (Lai et al., 2020). There should be active participation of transformational leadership in governing problem-solving behavior to work engagement. The findings of the result also help leaders or managers that alone problem-solving behavior is enhancing work engagement by the followers but transformational leadership styles. Additionally, dominating behaviors by followers harm the working environment which transformational leadership also became idle to govern.

Rahim and Katz (2020) in their study established that conflict avoidance results in less positive outcomes. In the same manner, dominating conflict behavior is also suggested to be avoided in an organization due to making harmful routine transitions (Aw & Ayoko, 2017). However, prosocial motivation has the intensity to eradicate dominating conflict behavior therefore concern for self should not be the only option but concern for self-others should be. These embellishments would facilitate the formation of a productive environment that encourages work engagement by dealing with conflicts in different ways. Since conflict is inevitable and has to be sorted out keep in mind that works engagement will not be suffered. However, our results

reinforce the thought that the problem-solving behavior of the follower has a positive outcome on work engagement so the focus should be on adopting problem-solving behavior rather than avoidance or non-confronting conflict behavior which may create destructive results. These findings may create potential in the working environment in the services industry of Pakistan.

Limitations and Future Research Suggestions.: The same as any study, this research had limitations too as well as opportunities for future accomplishments. Foremost, follower's conflict behavior has been used with three novel dimensions i.e. problem-solving conflict behavior, and dominating conflict behavior with transformational leadership; it can be used with other leadership styles like transactional leadership and laissez-faire leadership styles with non-confronting conflict behavior. The study is cross-sectional future researchers may use a longitudinal study for the results may be varied.

However this study has checked the moderating impact of prosocial motivation as in previous studies it had a strong significant impact but in our study prosocial motivation was insignificant therefore emotional regulations, leader support, and cognitive trust in a leader may be checked to diminish the intensity of dominating conflict behavior and non-confronting behavior of followers. In addition, other leadership styles such as transactional leadership and laissez-faire leadership can also be used as a mediator. However, the sample size consists of 307 therefore larger sample size may vary the results the sampling technique used in this research is non-probability, convenience sampling. However study can be conducted more broadly in any other industry, with a larger sample size and other sampling techniques.

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