

The impact of followers' conflict behaviors on teams' transformational leadership, team member exchange and engagement

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Abstract

Purpose – Although how leaders shape their followers' behaviors and outcomes is core to the leadership literature, empirical research exploring how followers might impact their leaders' behaviors is just emerging. Using a follower-centric approach, this study aims to examine the link between followers' conflict behaviors, transformational leadership (TL) and the quality of team member exchange (TMX). Additionally, the authors hypothesized and tested the moderating role of TMX quality in the relationship between TL and teams' work engagement.

Design/methodology/approach – Quantitative data were collected randomly from 261 employees in 41 teams to examine the connection between followers' conflict behaviors, TL and TMX and team engagement.

Findings – Using bottom-up/bootstrapping approach, results showed followers' problem-solving conflict behaviors were positively linked with team leaders' TL behaviors while improving TMX quality. Additionally, TL was connected with high levels of team work engagement and this connection was enhanced by TMX quality. Implications of the results are discussed.

Research limitations/implications – Although this conceptual model revealed followers as impacting TL and TMX, there is also a possibility that TL and TMX quality may be able to impact employees' conflict behaviors. Additionally, the current study adopted a cross-sectional research design which does not allow for an assessment of cause and effect. Therefore, caution should be taken in interpreting the results. Finally, the authors studied employees from a single national culture. Yet, they know that national culture may influence the relationship between TL and conflict at the individual and team levels. Overall, the present research showed that individual followers' conflict behaviors were associated with TL behaviors and TMX quality.

Practical implications – On a practical note, managers would be more successful in managing conflict in teams if they would observe their followers' conflict behaviors and act as role models in displaying problem solving conflict behaviors – an approach that has been identified in this study to assist in eliciting transformational behaviors from the leader. Furthermore, training is indicated. Organizations should consider training leaders in TL given that our result shows that TL has a direct positive connection with employee's work engagement. Specifically, the followers' conflict behaviors should now be incorporated into the leadership (e.g. transformational) training programs. Finally, managers who need to boost team work engagement should consider increasing the quality of the TMX in the team.

Social implications – The leaders behavioral style may partly be dependent on the followers' conflict management behaviors.

Originality/value – Thus far, research on leadership have been leader-centric, and while the authors are aware that followers have an important role in shaping the leaders' behaviors, research in this area has until recently ignored how followers might impact their leaders' style, processes and the quality of employee



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interactions, especially at the team level. The authors found for the first time that problem-solving conflict behaviors were connected with team leaders' TL style and TMX quality.

Keywords Work engagement, Transformational leadership, Followership, Conflict behaviors, Team member exchange "TMX"

Paper type Research paper

While researchers have consistently focused on how leaders influence followers, research on how followers might influence their leaders appears to have lagged until recently (Howell and Shamir, 2005; Wang *et al.*, 2010; Tee *et al.*, 2013 for exceptions). Yet, Yukl (2009) depicts leadership as a form of social interaction between leaders and followers. Additionally, we know that followers have an important role in shaping leaders' behaviors (Felfe and Schyns, 2010; Howell and Shamir, 2005; Krishnan, 2004). In this regard, a leader's style might be predicted by the level of influence that the follower may have on the leader (Krishnan, 2004). There is also evidence that an effective leader, among other things, is one who chooses a leadership style that is suitable and appropriate for the peculiar characteristics of his/her followers (DeRue, 2011). Although research on the connection between leadership and followership has been "leader centric" (Felfe and Schyns, 2010; Howell and Shamir, 2005), much less attention has been placed on followership and how individual followers might impact their leaders' style, processes and the quality of interactions, especially at the team level. To address the above gap in literature, rather than examine how leaders' transformational behaviors impact followers' behavior, we "turn the table around" to investigate the impact of followers' behaviors on transformational leadership (TL), team member exchange (TMX) and engagement.

In particular, we focus on TL, a leadership style that motivates and inspires followers to perform beyond their expectations and transcend their self-interests for the collective goal of the team through idealized influence, inspirational motivation, intellectual stimulation and individualized consideration (Bass, 1985; Burns, 1978; Judge and Piccolo, 2004). This is because research on TL has consistently shown strong correlations with task performance and organizational citizenship behavior (OCB) across organizations (Judge and Piccolo, 2004).

Additionally, we respond to scholars' calls for follower-centric research (Lord and Hall, 1992) that have only recently been pursued. In this regard, we are interested in the influence of follower's conflict handling behaviors on the leader's transformational style for four major reasons. First, we know that conflict is pervasive in organizational processes, and the ability to manage conflict is linked with effective outcomes (Ayoko, Callan, and Härtel, 2008). Conflict "is the experience between or among parties that their goals or interests are incompatible or in opposition" (Korsgaard *et al.*, 2008, p. 1224). In this respect, meta-analytic studies of conflict (De Wit *et al.*, 2012) suggest that conflict is, more often than not, negatively linked with outcomes of employee interactions and processes. Although empirical studies demonstrate that leaders (e.g. TL) have an important role in managing the negative effects of conflict on team processes for better outcomes (Ayoko and Callan, 2010; Zhang *et al.*, 2011), what is not clear is how the follower's conflict behaviors might shape his/her leader's style at the team level.

Second, a key driver of effective process is the quality of interactions (Chiaburu and Harrison, 2008) or exchange (Seers, 1989) among organizational members. While much of the contemporary research has focused on the supervisor-supervisee role relationship as in leader-member exchange (LMX, Graen and Cashman, 1975), the importance of this vertical relationship may dwindle (Banks *et al.*, 2014) because of the growing emphasis on work

teams (Mesmer-Magnus and DeChurch, 2009) and the quality of the horizontal exchange among team members referred to as TMX (Seer 1989; Liao *et al.*, 2010). TMX is the quality of relationships between an individual member and his/her peers in the team (Seers, 1989). Prior research findings suggest that conflict has the potential not only to impact interpersonal and team process negatively (De Dreu and Weingart, 2003) but also to have a detrimental effect on team exchange (Boies and Howell, 2006). The current study examines the connection between followers' conflict handling behaviors and TMX quality. We chose to study TMX quality because it has been shown to reflect excellent social and task interactions in team members and is positively linked with performance, job satisfaction, efficiency and OCB (Liden *et al.*, 2000; Liu *et al.*, 2011; Seers, 1989).

Third, we argue that the follower's conflict behaviors may be critical not only in shaping the leader's behaviors but also in (de)activating employee's work engagement. Employee work engagement is a "positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli *et al.*, 2002, p. 74). We propose that not only TL will have a role to play in team work engagement but also TMX will moderate this role. Thus, we investigate the connection between team leader's transformational behaviors and team work engagement while examining the moderating role of TMX in the link between team TL behaviors and team work engagement.

Altogether, the current study makes three contributions. First, we advance leadership research by focusing on followership (rather than leadership) to investigate how followers' behaviors might influence their team leaders' transformational behaviors. In similar thinking, Tee *et al.* (2013) examined the impact of followers' effect on leaders' effect and task effectiveness. While we acknowledge that the study of followers' conflict behavior and leadership can be bi-directional (i.e. followers impacting leaders and vice-versa) by focusing on the effects of the followers on the leaders' behaviors, we adopt a bottom-up approach and uniquely extend the relatively ignored "emergence" (Kozlowski, 2011) research in multilevel theory. Thus, we depart from theorizing and examining the top-down approach of how TL impacts followers' conflict behaviors (Zhang *et al.*, 2011). Rather, we propose that individual constructs (e.g. individual conflict handling behaviors) have the capacity to inform team level shared construct (e.g. TL behaviors). Outcomes of our research should provide a better insight into the critical role of the followers in shaping TL at the team level while isolating the impact of the leader in team work engagement.

Second, although conflict is an important phenomenon that may affect team processes and outcomes, research that examines the followers' conflict behaviors in the leader-follower relationship appears limited. Much of the research in conflict behaviors has largely focused on types of conflict, antecedent and outcomes of conflict in teams (Ayoko *et al.*, 2008; Farh *et al.*, 2010) and less attention placed on how conflict behavior of followers might impact the leaders' behavior and TMX. Thus, we extend conflict literature by investigating the impact of followers' conflict behaviors on TL and TMX.

Third, we extend TMX and team engagement literature by arguing and testing the moderating role of TMX in the link between TL and team work engagement. Altogether, we extend literature on TL at the team level while contributing to conflict and LMX literature.

Theoretical background and hypotheses

We use interpersonal conflict and TMX theories to provide a backdrop for the conceptual model tested in the current research. Specifically, we build a conceptual model that depicts followers' interpersonal conflict behaviors as impacting TL and TMX directly. Additionally, TL style is hypothesized as impacting TMX directly, whereas TMX has a moderating role in the relationship between TL and team engagement (Figure 1).

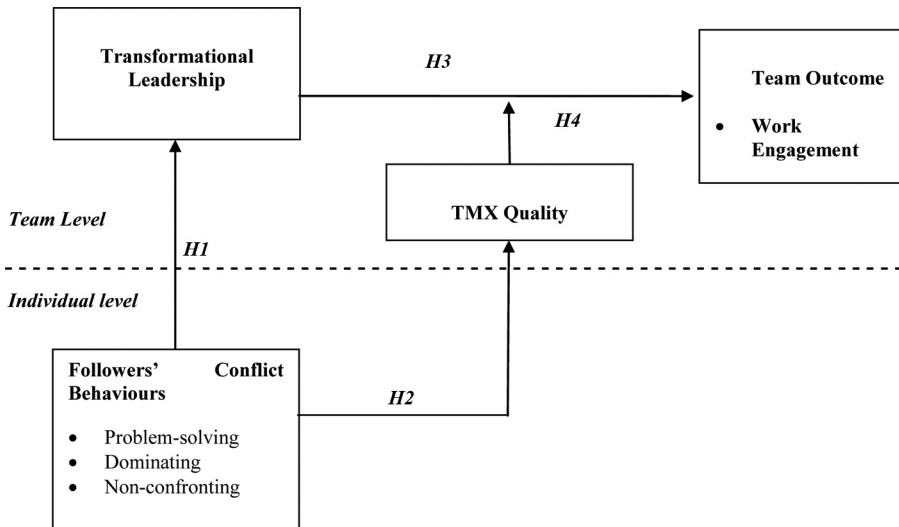


Figure 1.
The model of the relationship between followers' conflict behavior, leadership style, TMX quality and team work engagement

Interpersonal conflict and conflict handling behaviors

Conflict behavior is described as a person's reaction to the perception that his/her own and another party's current aspirations cannot be achieved simultaneously (Van de Vliert, 1997; Rubin *et al.*, 1994) or "specific behavioral patterns that individuals prefer to employ in dealing with conflict" (Moberg, 2001). Ting-Toomey and Oetzel (2001) also describe it as a conflict style that refers to the general tendencies or modes of patterned responses to conflict in a variety of antagonistic interactive situations (Ting-Toomey, 1997). So far, conflict researchers (Kurtzberg and Mueller, 2005; Rahim, 1983; Rahim *et al.*, 2000; Wertheim *et al.*, 2006) adopt differing approaches to study employees' conflict-handling behaviors. However, the two-dimensional but five-part taxonomy is the most commonly adopted approach for assessing individuals' conflict behaviors. Originally initiated by Blake and Mouton (1964), the two-dimensional but five-part taxonomy approach conceptualizes conflict handling behaviors as two dimensional "concern for others" and "concern for self". Concern for others describes the degree (high or low) to which people seek to satisfy others' interests, whereas concern for self refers to the extent (high or low) that people desire to satisfy one's own interests. The two-dimensions culminate into five conflict behavioral styles of handling interpersonal conflict: integrating (collaborating), compromising, obliging (accommodating), dominating (competing) and avoiding (avoidance) (Euwema and Van Emmerik, 2007; Rahim, 1983).

In the current research, we derive from the established conflict measurements to propose a relatively new framework to evaluate employees' response to conflict at work. Specifically, we focus on three conflict behaviors: problem-solving conflict behaviors; confronting (dominating) conflict behaviors; and non-confronting conflict behaviors for two major reasons. First, two of the five conflicts handling styles such as obliging and avoiding styles (based on the two-dimensional approach: concern for self and others) are overlapping (Gross and Guerrero, 2000) and are usually perceived as disengaged and negative in the individualistic culture. Yet, obliging and avoiding are used in the collectivist Asian (e.g. Singapore) and Latin cultures to maintain harmony and relationship (Ting-Toomey *et al.*, 2001). In particular, Singapore (where we collected our data) has a collectivist culture (Hwang *et al.*, 2003), and people are less likely to display dominating conflict behaviors.

Instead, people from Singapore are reported to integrate into strong cohesive groups (Tan *et al.*, 1998) and may want to maintain face to prevent jeopardizing relationships.

Second, empirical studies demonstrate significant correlations between integrating and compromising (Chen *et al.*, 2012; Euwema and Van Emmerik, 2007; Van de Vliert and Kabanoff, 1990). Also, integrating may not always be possible in some cultures (e.g. in China), and therefore, compromising is the next best alternative (Chen *et al.*, 2012). The above suggests that an adoption of the five conflict-handling styles as it currently stands and based on the concern for self and others has some limitations (Toomey *et al.*, 2001). Altogether, by focusing on conflict handling such as problem solving, confronting (dominating) and non-confronting conflict behaviors, the overlaps and limitations inherent in the five-part conflict behavior taxonomy are removed. In the next section, we further unpack these three conflict handling behaviors at the interpersonal level and how they might be connected with team leaders' transformational behaviors and TMX.

Problem-solving behaviors. Integrating and compromising conflict behaviors are conceptualized as "problem solving" or solution-oriented conflict behaviors. On the one hand, integrating conflict behavior (i.e. collaboration; high concern for self as well as the other party) involves problem solving such that there is active collaboration between parties to reach a solution that satisfies both parties (Rahim *et al.*, 2000). On the other hand, compromising conflict behavior (i.e. moderate concern for self and the other party) also involves give and take whereby a level of sacrifice has to be made by both parties to arrive at an acceptable decision. Individuals who display compromising behaviors strive to make a mutually acceptable decision (Chen *et al.*, 2012) and are targeted at problem solving. Thus, compromising is perceived as a cooperative behavior (Rahim and Magner, 1995) and the most effective conflict behavior linked with desirable outcomes (Chen *et al.*, 2012; Tjosvold, 1985). Altogether, we grouped integrating and compromising conflict behaviors as problem-solving conflict behaviors because they both aim at resolving problems between parties.

Dominating (confronting) conflict behaviors. Known as forcing or competing conflict behaviors (i.e. higher concern for self and low concern for the other party), dominating conflict behaviors involve forcing a conflict party into compliance at the expense of the other party's needs, expectations and concerns (Rahim *et al.*, 2000). A party who adopts a competitive behavior is motivated to maximize their own outcomes at the expense of the other's (Van de Vliert, 1999). Altogether both dominating and confronting behaviors have an undertone of competition. Competitive behaviors are linked with destructive reactions (Barker *et al.*, 1988) that are detrimental to conflict resolution, relationship, team cohesion and performance (Kurtzberg and Mueller, 2005; Rubin *et al.*, 1994).

Non-confronting conflict behaviors. This category of conflict behaviors includes avoiding and obliging behaviors. An individual who avoids or constantly gives in to another person (obliging) is taking a retreat attitude toward conflict and does not contribute to conflict resolution in the long-run (Rahim, 2002; Van de Vliert and Euwema, 1994). Scholars describe avoiding conflict behaviors as uncooperative, ineffective, non-constructive (Chen *et al.*, 2012) or even destructive behaviors (Barker *et al.*, 1988). Similarly, obliging conflict behaviors (or accommodation; low concern for self and high concern for others) consist of elements of self-sacrifice or a neglect of an individual's needs and expectations in a conflict episode (Rahim *et al.*, 2000). We remove the overlaps inherent in avoiding and obliging (i.e. accommodation) by consolidating them into non-confronting conflict behaviors because neither avoidance or obliging behaviors guarantee an effective response to conflict (Gross and Guerrero, 2000). Rather both conflict handling behaviors frequently lead to a one-sided decision-making process (Montoya-weiss *et al.*, 2001). Overall, we argue that the new alignment of conflict behaviors into problem solving, dominating (confronting) and non-confronting behaviors should assist us in

having a deeper understanding of how followers' interpersonal conflict handling behaviors might shape leadership style and TMX.

Followers' conflict behaviors and transformational leadership

Leadership research has largely been driven by the "top-down approach" (Kozlowski, 2011) where leaders are conceptualized as the key figure initiating, driving and impacting outcomes in their followers (Krishnan, 2004; Tims *et al.*, 2011). Bass and his colleagues (Avolio *et al.*, 1999; Bass and Avolio, 1997) propose a full range model of leadership behaviors that include transformational, transactional and *laissez-faire*. In the current study, we focus on TL because it is yet the most widely studied of all the leadership models and has gathered important support in the literature (Lowe *et al.*, 1996).

As previously established, transformational leaders motivate and inspire followers to perform beyond their expectations for the collective goal of the team through their idealized influence (Avolio *et al.*, 1999; Bass *et al.*, 2003; Judge and Piccolo, 2004). Additionally, transformational leaders provide inspirational motivation by providing meaning and challenge to their followers' work, encouraging their followers to envision the future while arousing their optimism and enthusiasm (Avolio and Bass, 1995; Avolio *et al.*, 1999). Furthermore, through intellectual stimulation, transformational leaders motivate followers to question assumptions and face greater challenges which consequently increase innovation, creativity and performance (Avolio *et al.*, 1999; Wang *et al.*, 2011). In particular, transformational leaders welcome new ideas from followers to include in their opinions in the decision-making process (Bass *et al.*, 2003). Finally, by coaching, developing individuals and preparing them for greater leadership responsibilities (Avolio *et al.*, 1999), transformational leaders display individualized consideration. In sum, transformational leaders act as role models to followers, motivate followers' identification with their leaders and are able to heighten individual spirit and team cohesion (Bass *et al.*, 2003).

However, another body of literature suggests that a bottom-up approach (Kozlowski *et al.*, 2011) of individual attributes (e.g. individual conflict-handling behaviors) is a driver of higher level constructs (e.g. leadership style) (Krishnan, 2004; Tims *et al.*, 2011). For example, we know that the leader-follower relationship is one with reciprocal influences in a dynamic process whereby both leaders and followers play a part in transforming each other (Dvir and Shamir, 2003; Howell and Shamir, 2005; Wang *et al.*, 2010). Similarly, prior research demonstrates that the inspirational component in TL does not reside solely in the leader and that a follower has to be open to such characteristics before the development of an inspirational relationship can take place (Dvir and Shamir, 2003). The above suggests that leaders tailor their leadership styles to the characteristics and behaviors of their followers (DeRue, 2011). Thus, based on the bottom-up approach to organizational behavior research or emergence theory (Kozlowski, 2011), we argue that followers' conflict behaviors will most likely impact the leaders' ability to display transformational behaviors.

As earlier established, followers who respond to conflict with a problem-solving approach have the goal of resolving conflict and are motivated to achieve collaboration with the ultimate intention of achieving beneficial team outcomes (Chen *et al.*, 2012; Rahim and Magner, 1995). Especially, followers who engage in problem-solving behaviors also exchange information (Rahim and Magner, 1995). Exchange of information portrays individuals with problem-solving behaviors as more open to different perspectives and opinions (Rahim and Magner, 1995) suggesting that such followers are more willing to learn, to question and to understand. We argue that these behaviors, in turn, will encourage leaders to display their transformational behaviors more frequently at the team level.

Furthermore, problem-solving conflict behaviors encourage social interaction among members. In this respect, trust may become a by-product of these social interactions as followers are more willing to share opinions and disclose high-quality information (Lau and Cobb, 2010; Liu *et al.*, 2011) with the conflicting party. Indeed, Bass (1985) proposes that trust is a fundamental requirement for triggering TL. Altogether, we propose that the openness to differing perspectives and the building of trust in interpersonal interactions by individuals who engage in problem-solving conflict behaviors (at the individual level) will elicit in their leader a transformational style. Thus:

H1a. Followers' problem-solving conflict behaviors will be positively related to TL.

Scholars describe dominating conflict behavior as competitive and destructive (Van de Vliert, 1999; Van de Vliert and Euwema, 1994; Van de Vliert *et al.*, 1995) because it is a power-oriented approach toward conflict. This approach lends itself to the classic "win-lose" conflict resolution that lays emphasis on one's own goal through dominating behaviors with a potential to increase suspicions and reduce trust (Bobot, 2011). Thus, we argue that dominating behaviors will most likely escalate conflict, reduce social interactions, whereas the quality of the relationship between conflicting parties may be undermined (Bobot, 2011). Furthermore, dominating behaviors are associated with bullying (Morrison, 2006) and followers who experience dominating conflict behaviors are reported to reflect lower satisfaction with the group (De Dreu and Weingart, 2003). Finally, conflicting parties who engage in dominating or confronting conflict behaviors emphasize their divergent goals (Somech *et al.*, 2009) as the success of a particular individual reduces the chances that others will attaining their goals. Nevertheless, we know that transformational leaders endeavor to move members toward a collective effort to achieve team objectives (Bass, 1985). Thus, we propose that the potential lack of value congruence between transformational leader and followers with dominating conflict behaviors may constrain leaders' display of transformational behaviors. Therefore:

H1b. Followers' dominating conflict behaviors will be negatively related to TL.

Finally, followers who display non-confronting conflict behaviors generally avoid conflict. Although some studies (Thomas, 1976) demonstrate that avoiding and obliging conflict behaviors may help resolve conflict in certain instances, the majority of findings in this area suggest that conflict avoidance behaviors have destructive properties because of the non-participation approach (Bobot, 2011; Chen *et al.*, 2012). Specifically, avoidance may trigger frustrations, and it is a contra-indication for relationship building (Sorenson, 1999). Also, individuals who engage in non-confronting conflict behaviors tend to show their unwillingness to say or look after their own concerns given a conflict episode. In this regard, the leaders may be unable to assist in meeting such individual's specific need. We argue that transformational leaders may not be able to exercise individual consideration or intellectual stimulation with this category of followers and we expect followers' non-confronting behaviors to be negatively related to TL. Thus:

H1c. Followers' non-confronting conflict behaviors will be negatively related to TL.

Followers' conflict behaviors and team member exchange quality

Another theoretical underpinning for this study is TMX (Seers, 1989). TMX is described as a team member's perception of the quality of:

[...] the reciprocity between a member and his or her team with respect to the member's contribution of ideas, feedback, and assistance to other members and, in turn, the member's receipt of information, help, and recognition from other team members (Seers *et al.*, 1995, p. 21).

TMX quality indicates the effectiveness of the followers' working relationship in their shared role as team members (Seers, 1989; Seers *et al.*, 1995; Tse and Dasborough, 2008). Rooted in social exchange theory (Blau, 1986), TMX relationships are based on reciprocity and demonstrates how individuals see their relational interactions with other members as they represent team identity rather than as unique individuals (Banks *et al.*, 2014). Empirical studies demonstrate that teams with higher levels of TMX quality contribute more cooperative and collaborative efforts and receive more social rewards (Seers, 1989; Seers *et al.*, 1995; Tse and Dasborough, 2008).

However, conflict has the likelihood to hamper the quality of TMX and team processes. For example, conflict may cause tension, breakdown of communication, distrust, unwillingness to work among group members and even deviant behaviors (Ayoko *et al.*, 2003; Van de Vliert and Euwema, 1994). Nevertheless, given emergence theory, individual interpersonal problem-solving conflict behaviors (at the individual level) may facilitate open discussion of conflicting views and a better understanding of the positions of other team members (Rahim, 2002) that may eventually lead to better TMX. Liden *et al.* (2000) also show that members who display positive behaviors are more likely to be reciprocated (Seers *et al.*, 1995). Reciprocity, in turn, should improve members understanding, trust and perception of fairness in each other (Kamdar and Van Dyne, 2007), and this should also increase their confidence and motivation to resolve future conflicts (Kamdar and Van Dyne, 2007) for increased TMX quality. Similarly, reciprocity (given problem solving conflict behaviors) should encourage more exchange of quality information. Altogether, problem-solving behaviors should stimulate stronger and high-quality relationship between team members. Thus:

H2a. Followers' problem-solving conflict behaviors will be positively related to high-quality TMX.

Followers who engage in dominating conflict behaviors will do all to win including forcing the other party to yield into submission by making threats, and imposing penalties (Rahim and Magner, 1995; Rahim *et al.*, 2000). As a result, followers who display dominating conflict behaviors cause the other parties to harbor negative feelings, become suspicious, resentful, irritable and are less open in discussions (Tjosvold, 2002). We are aware that dominating conflict behaviors promote less productive conflict while undermining decision-making and relationship. This is because dominating conflict behaviors frustrates communication that may culminate in an impasse and or imposed solution (Chen *et al.*, 2005). Previous studies also show that individuals who experience dominating conflict behaviors also report lower satisfaction with others (De Dreu and Weingart, 2003). Additionally, dominating behaviors do not only escalate conflict but also inhibit future interactions and collaborations (Tjosvold and Wong, 1994). Overall, dominating conflict behaviors can severely hamper the quality of social relationships (Dijkstra and De Dreu, 2009) and are damaging to group processes (Ayoko *et al.*, 2003). Thus:

H2b. Followers' dominating conflict behaviors will be negatively related to high-quality TMX.

Followers who display non-confronting behaviors are hiding, withdrawing from conflict or downplaying the importance of conflict issues (Rahim, 2002). For instance, avoiding is an attempt to smooth over conflicts and minimize open discussions about issues of conflict. Specifically, non-confrontational conflict behaviors communicate that issues should not be

openly dealt with (Chen *et al.*, 2005). However, avoiding conflict does not eliminate conflict; rather, it promotes dominating behaviors from the other party (Barker *et al.*, 1988; Tjosvold *et al.*, 2003). Studies demonstrate that non-confronting conflict behaviors (e.g. avoiding) is counterproductive and suggest that suppression of opposing views (e.g. in a conflict situation) may lead to destructive decisions (Janis, 1982a, 1982b).

Similarly, low levels of participation (e.g. due to conflict avoidance) restrict innovation (Anderson and West, 1998), whereas Dijkstra and De Dreu (2009) show that obliging may trigger long-term consequences (e.g. stress, unhappiness) because obliging members constantly sacrifice their own concerns to satisfy the others. Altogether, members who avoid or oblige are not contributing to team interactions and such insufficient or ineffective interactions have been shown to decrease in the quality of team decisions (Montoya-weiss *et al.*, 2001) that may reduce the quality of interpersonal interactions in the team. Therefore:

H2c. Followers' non-confronting conflict behaviors will be negatively related to high-quality TMX.

Transformational leadership and team work engagement

Schaufeli *et al.* (2002) describe work engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (p. 74). Vigor involves high level of energy, mental resilience and the willingness to invest effort and determination into work, whereas dedication is the level of involvement and enthusiasm in one's work and how enthusiastic, proud, inspired and challenged one feels of his/her job. Also, absorption depicts the level of happiness, concentration and how immersed an individual is in his/her work (Bakker *et al.*, 2008; Schaufeli and Bakker, 2004).

Empirical studies demonstrate that support from leaders, performance feedback and learning opportunities can contribute to work engagement (Bakker and Demerouti, 2007; Zhu *et al.*, 2009). Also, given that transformational leaders stimulate followers' learning and development by constantly encouraging them to think critically and to question the traditional ways of doing things, we anticipate that followers will be encouraged to be more engaged in their work. Furthermore, inspirational motivation provided by the transformational leaders should assist followers to envision a positive future that gives followers a purpose and resilience to their work (Avolio *et al.*, 1999; Bass, 1985). Altogether, by providing their followers with a vision, inspiration, challenges and autonomy, followers of transformational leaders are likely to be highly engaged with their jobs. Thus:

H3. TL will be positively related to followers' work engagement.

The moderating effect of team member exchange quality in the link between transformational leadership and team work engagement

Research demonstrates that teams with higher level of TMX quality (than low quality TMX) are more cooperative and receive more social rewards (Seers, 1989; Seers *et al.*, 1995; Tse *et al.*, 2008). High TMX quality is also associated with high levels of commitment to the team and knowledge sharing (Liu *et al.*, 2011). As previously discussed, transformational leaders constantly empower their followers with autonomy and encourage them to face greater challenges and perform beyond expectation. This should be important for work engagement. There is also evidence that members in high TMX quality relationships go beyond the requirements of their work roles to assist their fellow team members (Tse *et al.*, 2008).

Furthermore, members who experience high TMX quality have increased levels of self-efficacy, which is critical for the accomplishment of challenging job objectives (Liao *et al.*, 2010). TMX quality also enhances the feeling of commitment, identification and belonging to the team (Liu *et al.*, 2011). Altogether, we anticipate that the impact of TL behaviors on work engagement will be moderated by TMX quality. Therefore:

- H4. TMX quality will moderate the link between TL and team work engagement such that teams with TL but with high TMX quality will further boost team work engagement.

Method

Sample and procedure

The sample consisted of 261 employees randomly recruited from 41 also randomly selected teams in Multinational Corporation in Singapore. We adopted a maximum variation sampling frame, and we set the parameters to maximize the range of perspectives examined in our study to reduce researcher's bias (Onwuegbuzie and Collins, 2007). For example, individuals should be working together as a team and are recognized by others as a team (Brett and Rognes, 1986). These parameters were met during data collection. Teams were involved in sales, marketing and operation. Data were collected online using QUALTRICS. To reduce common method bias, responses were collected separately from the leaders and the followers who report directly to the leaders. The team leaders and members responded to separate surveys with reference to each other, whereas data on the predicting variables were collected about two weeks apart from those on the outcome variables.

Measures

Independent variables. All scales were measured with a seven-point Likert-type scale (1 = strongly disagree; 7 = strongly agree). To test the hypothesized links on the conceptual model, we used established measures some of which were adapted to suit the aims of our study. For example, we used ROCI-II (Rahim, 1983) to assess the followers' conflict behaviors. The ROCI-III[1] scales have been used and validated by several studies (Rahim and Magner, 1995; Van de Vliert and Euwema, 1994; Zapf and Gross, 2010). ROCI-II comprises of 28 items measure dominating (DO; e.g. I use my influence to get ideas accepted), integrating (IN; e.g. I exchange accurate information with my peers to solve a problem together), obliging (OB; e.g. I usually accommodate the wishes of my peers), compromising (CO; e.g. I usually allow concessions to my peers) and avoiding (AV; e.g. I try to stay away from disagreement with my peers) conflict behaviors (Rahim, 1983). The original Cronbach's alphas reported for the subscales are IN = 0.77, OB = 0.72, DO = 0.72, AV = 0.75, and CO = 0.72 (Rahim, 1983).

Team multifactor leadership questionnaire (MLQ) – Form 5X (Avolio and Bass, 1995) with 25 items was used to measure TL behavior at the team level (Avolio *et al.*, 2004; Bass *et al.*, 2003; Dvir *et al.*, 2002). The MLQ measures four dimensions of TL, idealized influence (IF; e.g. "My leader instills pride in being associated with the team"), inspirational motivation (IM; e.g. "My leader envisions exciting new possibilities"), intellectual stimulation (IS; e.g. "My leader seeks a broad range of perspective when solving problems") and individual consideration (IC; e.g. "My leader focuses on developing team members' strengths"). Both leaders and followers rate each item on a seven-point scale (0 = *not at all* to 7 = *most frequently*). The MLQ subscale of TL has a reported Cronbach's alpha of 0.94 (Walumbwa and Hartnell, 2011).

Moderator

We evaluated TMX quality with the ten-item scale developed by Seers *et al.* (1995), with an original Cronbach's alpha of 0.88 (Haynie, 2011; Tse and Dasborough, 2008). We followed the recommendation of Kozlowski and Ilgen (2006) that items assessing TMX should be treated as a "reference shift aggregation model (i.e. individuals respond to items that reference the team" (p. 91). Representative items on the scale include: "How often do you make suggestions about better work methods to other team members?" and "In busy situations, how often do you volunteer your efforts to help others on your team?"

Dependent variable

Work engagement was measured with the 9 item version of the Utrecht Work Engagement Scale (UWES) (Schaufeli *et al.*, 2006; Schaufeli *et al.*, 2002). As with TMX, we treated the work engagement scale as "reference shift aggregation model". We modified the UWES scale to reflect a shift from the individual to the team level as hypothesized in our study. This instrument includes items such as "At the job, my team feels strong and vigorous" and "My team is enthusiastic about our job". The overall reliability score of the instrument is 0.95 (Schaufeli *et al.*, 2006).

Control variables. Age, gender, education and tenure in team were used as control variables. Only tenure in team was significantly related to TMX quality.

Analytical strategy

Followers' conflict behaviors and TMX were sourced from the team members alone. Although we designed separate surveys for leaders and followers, we obtained a shared perspective on TL and work engagement and TMX by aggregating the assessment of individuals reporting on the same leader. We did this to meet the requirements for the level of analysis and also to reduce common source bias. The majority (33 per cent) of the participants were in the age range of 21-25 years. The remaining 67 per cent of the participants comprised of 18-20 years (3.1 per cent), 26-30 years (20.7 per cent), 31-35 years (24.1 per cent), 36-50 years (13.8 per cent) and 51-65 years (5 per cent). About 43 per cent of the participants were male, whereas 57 per cent were females. The average team size was 6 and a 58 per cent of the respondents had been in their teams for more than a year.

Table I presents the descriptive statistics and correlations of all the variables used in the present study. We calculated the intra-class corrections (ICC1 and ICC2) to justify aggregation of TL, TMX and team work engagement into the team level. We analyzed the data in two stages. In Stage 1, we examined the effects of followers' conflict behaviors (individual level) on TL (team level) and the quality of team-member exchange (team level) (H1 to H2) using STATA 12. Then, in Stage 2, we used Hayes's PROCESS Model 1 to test direct and indirect effects (Hayes, 2012) of the relationship between TL, TMX and team engagement.

We conducted confirmatory factor analyses (CFA) using AMOS 21. The initial analysis revealed three instead of five distinct factors for conflict behaviors. After removing a few items such as "I give some to get some" and "I try to find a middle course to resolve an impasse (i.e. stalemate or deadlock)", items measuring integrating and compromising behaviors were loaded on the first factor, items measuring accommodating and avoiding where also loaded on the second factor, whereas items measuring dominating behaviors were loaded on the last factor (Table 5). CFA for the new categories conflict behaviors also showed a model fit of CFI = 0.95, TLI = 0.91 and RMSEA = 0.12 for problem solving ($\alpha = 0.93$); CFI = 0.95, TLI = 0.83 and RMSEA = 0.14 for non-confrontational ($\alpha = 0.88$); CFI = 0.94, TLI = 0.86 and RMSEA = 0.13 for dominating behaviors ($\alpha = 0.89$).

Table I.
Descriptive statistics
and inter-correlations
of variables used in
the study

Variables	n	M	SD	1	2	3	4	5	6	7	8	9	10
1. Age	261	3.27	1.28										
2. Gender	261	1.57	0.50	-0.24**									
3. Education	261	5.10	1.06	-0.21**	0.24**								
4. Tenure in team	261	3.37	0.82	0.38**	-0.05	-0.12*							
5. TLB	261	4.58	1.20	-0.26**	0.15	0.27**	-0.33**						
6. Followers' P-SCB	217	5.31	0.69	0.01	0.01	0.11	-0.02	0.32**	$\alpha = 0.98$				
7. Followers' N-CCB	217	4.84	0.94	0.22**	-0.09	-0.15*	0.18**	-0.15*	0.32**	$\alpha = 0.93$			
8. Followers' DCB	217	4.56	1.03	0.32**	-0.17	-0.23**	0.25**	-0.23**	0.30**	0.66**	$\alpha = 0.88$		
9. TMX	217	4.00	1.25	-0.40**	0.22**	0.23**	-0.42**	0.64**	0.25**	-0.07	-0.13	$\alpha = 0.89$	
10. Team Wk Eng	250	4.23	1.40	-0.28**	0.29**	0.32**	-0.42**	0.75**	0.21**	0.16*	0.23**	0.67**	$\alpha = 0.97$

Notes: **Correlation is significant at the 0.01 level (two-tailed); *Correlation is significant at the 0.05 level (two-tailed); TF = Transformational leadership behavior; Followers' P-SCB = Followers' problem-solving conflict behaviors; Followers' N-CCB = Followers' non-confronting conflict behaviors; Followers' DCB = Followers' dominating conflict behaviors

After removing one item ("My leader clarifies the central purpose underlying our actions") with a low loading, the model produced (CFI = 0.91, TLI = 0.90, RMSEA = 0.11 ($\alpha = 0.98$)) was a better fit than other plausible models. Prior research (Bycio *et al.*, 1995) indicates that the MLQ subscales of TL may be conceptually but not empirically distinct. Thus, giving the result of the CFA and consistent with previous empirical studies (Avolio *et al.*, 2004; Judge and Piccolo, 2004), we examined the four dimensions of TL as a higher order factor (Ayoko and Chua, 2014). Also, TMX scales had a model fit of CFI = 0.86, TLI = 0.78 and RMSEA = 0.21 ($\alpha = 0.97$). Finally, after removing two items (8 and 9) from the team engagement scale, we collapsed the remainder (7 items) of the team work engagement items into one factor because of the inability to get a clear factor solution (Sonnentag, 2003). The model fit was CFI = 0.98, TLI = 0.97 and RMSEA = 0.10 ($\alpha = 0.97$).

Results

The impact of individual followers' conflict behaviors on transformational leadership

Table II presents the results of the analysis of the relationship between followers' conflict behaviors at the individual level and TL at the team level. *H1a* which predicted that followers' problem-solving conflict behaviors will be positively related to TL leadership received statistical support ($\beta = 0.58, z = 6.48, p = 0.0001$) and was supported. Although the results of the analyses testing the links hypothesized in *H1b* and *H1c* were non-significant, they were in the direction hypothesized. *H1b* and *H1c* were not supported.

H2a which investigated the relationship between followers' problem-solving conflict behaviors and TMX quality was significant ($\beta = 0.29, z = 2.87, p = 0.001$) and was supported (Table III). In contrast, *H2b* (proposing that members' dominating conflict behaviors will be negatively related to TMX quality) ($B = 0.053, z = 0.62, p = 0.53$) and *H2c* (proposing that members' non-confronting conflict behaviors will be negatively related to TMX quality) were not significant ($B = 0.023, z = 0.27, p = 0.79$). Thus, *H2b* and *H2c* were not supported

Direct and moderating effects

The total effects of the model of the link between TL, TMX and work engagement was statistically significant, $F(57, 7) = 201,000, p < 0.001$, and accounted for approximately 67 per cent of variance ($R^2 = 0.67$). Also, the results of the analysis testing *H3* which predicted a

DV: Transformational leadership (ICC1 = 0.47, ICC2 = 0.85)	Coefficient	SE	Z	$P > z$	95% conflict	Interval
Constant	-0.0098908	0.1143626	-0.09	0.931	-0.2340374	0.2142558
Followers' problem-solving conflict behaviors	0.5771209	0.0890646	6.48	0.000***	0.4025576	0.7516842
Followers' non-confronting conflict behaviors	0.0710377	0.0825211	-0.86	0.389	-0.2327761	0.0907006
Followers' dominating conflict behaviors	-0.0910874	0.0765638	-1.19	0.234	-0.2411497	0.0589749
Effect control variables on DV						
Age	-0.555507	0.0582723	-0.95	0.340	-0.1697624	0.058661
Gender	0.0762733	0.1357289	0.56	0.574	-0.1897504	0.342297
Education	0.0846878	0.0618184	1.37	0.171	-0.0364741	0.2058497
Tenure in team	-0.2695505	0.0841432	-3.20	0.001***	-0.4344681	-0.1046329

Note: *** $p < 0.001$

Table II.
Results of the link between followers' conflict behaviors and transformational leadership

Table III.
Results of the link between followers' conflict behaviors and team-member exchange quality

DV: Team-member exchange quality (ICC1 = 0.48, ICC2 = 0.87)		Coefficient	SE	z	P > z	95% conflict	Interval
Constant		0.114112	0.1242769	0.92	0.359	-0.1294671	0.3576896
Members' problem-solving conflict behaviors		0.2915235	0.1016905	2.87	0.004***	0.0922138	0.4908332
Members' non-confronting conflict behaviors		0.0248435	0.0931112	0.27	0.790	-0.1576511	0.2073381
Members' dominating conflict behaviors		0.053266	0.0863847	0.62	0.537	-0.116045	0.222577
Effect control variables on DV							
Age		-0.1257859	0.0649567	-1.94	0.053	-0.2530988	0.0015269
Gender		0.2564813	0.1532158	1.67	0.094	-0.438161	0.5567788
Education		0.0660873	0.0696328	0.95	0.343	-0.0703905	0.2025652
Tenure in team		-0.2720864	0.0967925	-2.81	0.005**	-0.4617962	-0.0823767

Notes: ** $p < 0.01$; *** $p < 0.001$

direct relationship between TL (i.e. at team level) and team work engagement was significant ($\beta = 0.52, t = 8.02, p = 0.0001$). Therefore, *H3* was supported.

Although we did not hypothesize a link between TMX quality and team work engagement, the results of the process analysis indicated a significant relationship ($B = 0.32, t = 5.05, p = 0.001$) between TMX quality and team work engagement. This implies that teams that reported high TMX quality also reported increased levels of team work engagement suggesting the TMX quality has direct effects on team work engagement.

Also, *H4* predicted that TMX will moderate the link between TL and team work engagement. The significant interactions ($\beta = 0.09, t = 2.33, p = 0.01$) between TL and TMX quality are plotted in [Figure 2 \(Table IV\)](#). The results indicate that when the levels of TL and

Plot of interaction between transformational leadership and TMX quality predicting team work engagement

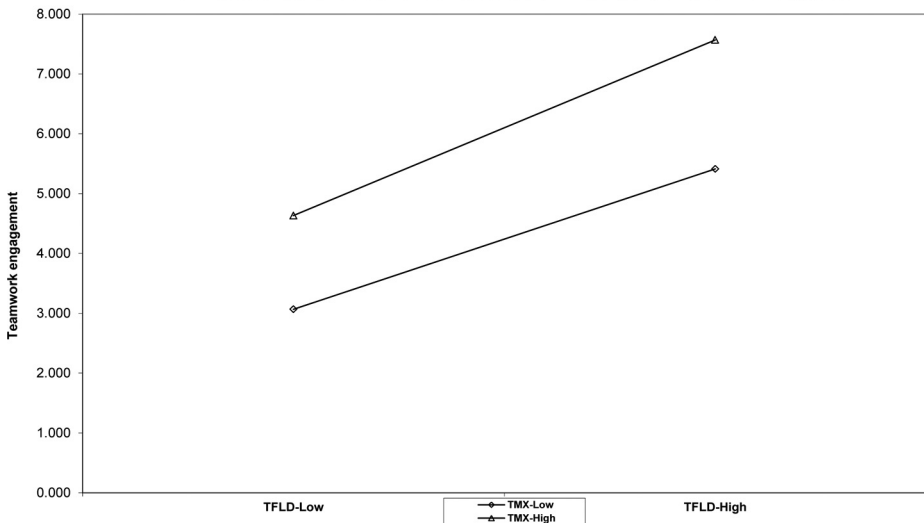


Figure 2.
Plot of interaction between transformational leadership and TMX quality predicting team work engagement

DV: Team work engagement (ICC1 = 0.58, ICC2 = 0.86)	Coefficient	SE	T	P
Constant	-0.1078	0.0699	-1.5419	0.1247
Transformational leadership	0.5264	0.0656	8.0249	0.0000***
Indirect effect: TMX on team work engagement	0.0918	0.0394	2.3320	0.0207**
Direct effect: TMX on team work engagement	0.3204	0.0635	5.0462	0.0000***
	Effect control variables on DV			
Age	0.0478	0.0574	0.8341	0.4052
Gender	0.4234	0.1250	3.3862	0.0009***
Education	0.1498	0.0611	2.4497	0.0152**
Tenure in team	-0.3048	0.0874	-3.4851	0.0006***

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Table IV.
Regression results for TF, TMX and TWE

Items	IN-CO	AV-OB	DO
I try to investigate an issue with my subordinates to find a solution acceptable to us	0.78		
I try to integrate my ideas with those of my subordinates to come up with a decision jointly	0.84		
I try to work with my subordinates to find solutions to a problem which satisfy our expectations	0.89		
I exchange accurate information with my subordinates to solve a problem together	0.77		
I usually propose a middle ground for breaking deadlocks	0.73		
I negotiate with my subordinates so that a compromise can be reached	0.83		
I use "give and take" so that a compromise can be made	0.83		
I try to bring all our concerns out in the open so that the issues can be resolved in the best possible way	0.77		
I attempt to avoid being "put on the spot" and try to keep my disagreement(s) with my subordinates to myself		0.82	
I usually avoid open discussion of my differences with my subordinates		0.75	
I usually accommodate the wishes of my subordinates		0.69	
I give in to the wishes of my subordinates		0.76	
I try to stay away from disagreement with my subordinates		0.68	
I often go along with the suggestions of my subordinates		0.74	
I usually hold on to my solution to a problem			0.72
I use my influence to get ideas accepted			0.77
I use my authority to make a decision in my favour			0.78
I argue my case with my subordinates to show the merits of my position			0.73
I use my expertise to make a decision in my favour			0.74
I am generally firm in pursuing my side of the issue			0.78

Notes: IN = integrating; CO = compromising; AV = avoiding; OB = obliging; DO = dominating

Table V.
CFA factor loadings for conflict behaviors

TMX quality is high, teams reported increased level of team engagement thus *H4* was supported.

Discussion

This current study investigates the impact of followers' conflict behaviors on team TL and TMX as well as the moderating effects of TMX in the link between TL and team engagement.

Our result that followers' problem-solving conflict behavior is positively connected to TL supports the argument that leaders adapt their leadership styles to the characteristics of the followers (DeRue, 2011; Dvir and Shamir, 2003). This result is in alignment with previous research. For example, problem-solving behaviors (i.e. integrating and compromising behaviors) have been shown to promote mutually acceptable decisions while yielding most desirable outcomes for relationship for individuals and organizations (Chen *et al.*, 2012; Rahim and Magner, 1995). Our finding that problem-solving behaviors are connected with TL also gives further insight into the reciprocal influences in the LMX and especially confirms the proposition that followers can impact their leaders in the leadership process (Dvir and Shamir, 2003). However, we found no significant relationship between followers' dominating conflict behaviors and TL. The possible explanation for this result may be related to the sample. Data for the present study were sourced from Singapore recognized as a collectivist culture (Hwang *et al.*, 2003) where people are less likely to display dominating conflict behaviors. Instead, people from Singapore are reported to integrate into strong cohesive groups (Tan *et al.*, 1998) and may want to maintain face rather than jeopardize relationships.

Similarly, followers' non-confronting conflict behaviors were not significantly related to TL. The lack of participation and communication from followers who avoid conflict may inhibit the display of transformational behaviors from leaders. For example, leaders may not know the needs of followers who avoid conflict or do not voice out or look after their own concerns. In particular, leaders may not be able to exercise individual consideration with these followers. Also, given the collectivistic culture in Singapore (Tan *et al.*, 1998) where harmony is the focus, members may be more likely to engage in conflict cooperatively rather than avoid it. Future research should determine the link between followers' dominating/non-confronting conflict behaviors and TL and in teams across cultures.

Furthermore, only problem-solving conflict behaviors were positively connected with TMX. There is a possibility that problem-solving conflict behaviors encourage social interaction among members that enables deeper understanding and trust (Lau and Cobb, 2010). Deeper understanding and trust are positive behaviors that are likely to be reciprocated by other team members and may, in turn, build members' confidence and motivation to resolve future conflicts cooperatively. Overall, our results extend literature in the TMX literature, suggesting that problem-solving conflict behaviors as antecedent to high-quality TMX.

No significant relationship was discovered for the link between dominating (*H2b*), non-confronting (*H2c*) and TMX. Given that dominating behaviors include threats, forcing ones' opinions on others and making other conflict party yield (Rahim, 2002), TMX may be constrained. Previous studies show that dominating members are linked with resentment and lower satisfaction (Alper *et al.*, 2000; Tjosvold, 2002), whereas dominating behaviors may escalate conflict and inhibit future interactions and collaborations (Tjosvold and Wong, 1994). This may explain the non-significant result for the link between non-confronting conflict behaviors and TMX.

Our finding (*H3*) that TL is positively related to team work engagement provides support for the argument that transformational leader is key to effective team work engagement (Bakker and Demerouti, 2007). Our study highlights the moderating role of TMX in the relationship between TL and team engagement. While there is evidence that TL is predictive of followers's work engagement (Zhu *et al.*, 2009), we are not aware of any other study that has conceptualized work engagement as a team-level construct. Our results portray TMX as important for increased team engagement, especially in the presence of TL.

Finally, our results that showed high levels of TL and high TMX quality for increased team work engagement (*H4*) is in congruence with prior literature (Tims *et al.*, 2011; Zhu *et al.*, 2009). Although, Tims *et al.* (2011), as well as Zhu, and associates demonstrated that TL is predictive of followers work engagement, their work was at the individual level. As far as we are aware, our study is one of the first few to test the link between TL and team engagement thereby extending literature in this area.

Theoretical and practical implications

The current research builds on previous work (Graen and Uhl-Bien, 1995; Howell and Shamir, 2005) but uniquely takes a reverse approach to investigate the impact of followers' conflict behaviors on leaders' TL and subsequently the impact of leaders' transformational behaviors on team work engagement as moderated by TMX. Altogether, we now know that conflict behaviors may be antecedents to TL in organizational teams. The current study is among the first to confirm the link between members' problem-solving conflict behavior and TMX quality. Additionally, by examining the effects of TL on team engagement, employees' conflict behaviors on TMX and the moderating role of TMX on the link between TL and team engagement, we have enriched the TMX, leadership and work engagement literature.

In terms of practical implications, our results suggest that training in TL is indicated. Previous studies show that TL can be developed (Parry and Sinha, 2005). Therefore, organizations should consider training leaders in TL behaviors at the team and organizational levels. Specifically, followers' conflict behaviors should now be incorporated into the leadership (e.g. transformational) training programs. Similarly, our results imply that training in conflict management is imperative. Conflict management training should highlight the possibility of followers' conflict handling orientation (e.g. problem solving) to activate or hinder leaders' TL behaviors. Additionally, problem solving should be a central focus of conflict management training. By extension, the understanding that followers' conflict behaviors are critical in activating TL should assist in shaping negotiation strategies adopted by leader and followers during negotiation. Finally, managers who need to boost team work engagement should consider increasing the quality of the TMX in the team.

Limitations and future research directions

While the current study has some methodological strengths (e.g. reduction of common method bias through multi-source data collection and bottom-up approach to analysis), it has some limitations. First, our conceptual model depicts followers (at the individual level) as impacting TL and TMX (team level). There is also a possibility that TL and TMX quality may impact employees' conflict behaviors. Nevertheless, our conceptualization provides a unique opportunity to test the relatively ignored impact of followers on leadership.

Second, our study adopted a cross-sectional research design and results are correlational. Causal inferences (e.g. for an assessment of impact or cause and effect) are not warranted. Thus, caution should be taken in interpreting the results and future research should adopt qualitative and longitudinal designs to give us deeper insights to the processes by which leaders take cue from their followers' conflict behaviors to shape their own leadership behaviors and styles.

Third, we have studied employees from a single national culture (Ayoko and Muchiri, 2014). Social-bias in the participants' responses is possible and care should be exercised when generalizing the findings. More research is needed to identify the link between followers' conflict behaviors and TL in cross-cultural teams.

Finally, the results of the CFA for some of our variables (e.g. TMX) suggest moderate RMSEA fit and should also be interpreted with caution. However, the other two requirements for model fit (TLIs and CFIs) are met in this study. Also, the report of relatively high RMSEA is not new in literature (Cogliser *et al.*, 2009). In spite of the above limitations, our statistical analyses showed support for the majority of the hypothesized relationships. Future research should investigate TMX using different samples and more sophisticated tools.

Conclusion

The current research examines the relationship between individual followers' conflict behaviors, TL, team TMX quality and engagement. Overall, our study demonstrates the importance of problem-solving conflict behaviors in eliciting leaders' transformational behaviors while improving teams' TMX quality. Also, TL emerged as an antecedent of team work engagement, whereas TMX quality moderated the effects of TL on team work engagement suggesting that TMX quality is crucial for team work engagement. Altogether, the outcome of the present study should provide a fresh pathway to future studies on leadership, conflict, TMX and team work engagement.

Note

1. *ROCI-II*: Used with permission from the © Center for Advanced Studies in Management. Further use or reproduction of the instrument without written permission is prohibited.

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