

# The influence of Perceived Leadership Styles on Employee Commitment: The Mediating Role of Conflict Management

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## Abstract

*The aim of this study is to identify the relationship between leadership styles and employee commitment among employees working in the pharmaceutical industry, mediated by conflict management. The study adopted quantitative research method to examine the current study, a sample size of 110 employees was selected from the pharmaceutical companies in Kurdistan. Junior employees who had worked in the interested organizations for the past 10 years and deemed to have substantial dealing with supervisors and managers were purposively selected. Findings revealed that; the first research hypothesis is supported which stated that leadership styles will positively and significantly influence employee commitment at pharmaceutical companies in Kurdistan. Moreover, as for the conflict management as the mediation role between each leadership style (transactional, transformational, and charismatic) and employee commitment, the findings revealed that; conflict management has a positive and significant mediation role between all mentioned leadership styles and employee commitment, moreover the findings showed that the highest value was the mediation role of conflict management between transactional leadership and employee commitment, on the other hand the lowest value was the mediation role of conflict management between transformational leadership and employee commitment.*

**Keywords—** Transformational Leadership, Transactional Leadership, Charismatic Leadership, Employee Commitment, Pharmaceutical industry.

## I. INTRODUCTION

Most leaders strive to maximize the performance of their subordinates in order to achieve organizational goals, regardless of the size or structure of their respective organizations. Indeed, leadership has been defined in terms of motivating employees to achieve organizational objectives (Rasool et al., 2021). As a result, it's not surprising that a lot of effort has gone into trying to motivate the workforce to achieve this goal. The leader's style is thought to be particularly important in achieving organizational goals, with research consistently demonstrating the advantages of transformational leadership style over more traditional forms, such as transactional leadership style, in terms of meeting organizational objectives (Du et al., 2021). In order to elicit performance from subordinates, the leader's style is also important (Bulińska-Stangrecka et al., 2021). However, the leader's style cannot be held solely responsible for employee performance or the achievement of organizational

objectives. Workers play an important role as well. Workers' perceptions of their boss's leadership style, as well as their feelings about their own ability to perform and achieve organizational goals, appear to be significant factors. Furthermore, employees' perceptions of their manager's relationship with them, particularly the level of support they receive, appear to have an impact on performance. The following constructs have been linked in previous research: (a) leadership style and organizational goals; (b) leadership style and emotions; and (c) feelings of optimism and performance. Despite this, no research has attempted to develop a model of leadership style and emotions as performance mediators. Knowing whether a leader's style has a direct impact on feelings of optimism and, conversely, frustration, as well as indirect effects on worker performance, has obvious implications for management (Lee et al., 2019).

Effective leaders in organizations have devoted followers as a matter of principle. As a result, it's not surprising that

theorists who advocate for a particular leadership style (e.g., charismatic, transformational, transactional) frequently mention employee commitment as a possible outcome (Su & Swanson, 2019). It's also not surprising that leadership is frequently mentioned by commitment theorists as a key contributor to the development of employee commitment (Kwon & Kim, 2020). Surprisingly, there has yet to be a systematic attempt to integrate findings from these two literatures regarding the links between leadership and commitment. As a result, one of the primary goals of this research is to provide meta-analytic estimates of the strength of relationships between a variety of widely studied forms of leadership and commitment. The influence of societal culture is another topic of interest for modern leadership and commitment theorists. For example, leadership scholars have looked at how culture affects leadership preferences and effectiveness (Qing et al., 2020), and commitment scholars have looked at how culture affects the nature, strength, and consequences of commitment (Ribeiro et al., 2020).

Every organization that desires to survive and thrive in a global market competitive environment must enlist the help of capable leaders. Effective leadership improves organizational productivity without a doubt. Leadership style, according to Gameda & Lee, (2020), is a major determinant of any organization's success, particularly in banks. Leadership entails having a vision and being able to put that vision into action by motivating others to achieve higher levels of performance and promoting the importance of organizational and interpersonal citizenship behaviors. According to Nugroho et al., (2020), leadership fosters understanding and recognition of a group's mission and purpose, as well as encouraging employees to think beyond their own desires and needs for the good of the cluster. Leadership is expressed or displayed through interaction between people and necessarily implies its complement, followership (Lee et al., 2020).

In the long term, almost all of the employees polled see the shortage as a catalyst for increasing employee stress, lowering patient care quality, and causing employees to leave the profession. Access to health care is being harmed by high employee turnover and vacancy rates (Salas-Vallina et al., 2020). Hiring new employees on a regular basis is expensive, and frequent staff turnover lowers employee morale and compromises patient care (Ababneh, 2021). Rapid turnover has been shown to have negative physical and emotional consequences for home residents, including an increased risk of falls, medication errors, fear and anxiety, and hopelessness (Sengupta et al., 2021). Employee retention and recruitment studies conducted by Islam et al., (2021) revealed that low wages and poor job satisfaction are the primary reasons why employees leave

their jobs. Heavy workloads, leadership styles, motivation, insufficient training, and a lack of respect are often blamed for their dissatisfaction (Barattucci et al., 2021).

## II. LITERATURE REVIEW

### The Concept of Leadership

Many scholars are prone to considering leadership from their own unique perspectives, making it difficult to come up with a universal definition. The ability to build and maintain a group that performs well relative to its competition (Jabeen & Rahim, 2021). How well a group performs in terms of valued outcomes is the yardstick for evaluating leadership over time. Leadership, according to Donkor et al., (2021), is a process that "involves the use of non-coercive influence to shape a group's or organization's goals, motivate behavior toward those goals, and help define group or organization culture." By extension, leadership is the process of persuading people to work willingly and enthusiastically toward the achievement of group objectives. The emphasis on an individual taking charge of a group and organizing members toward the achievement of valued goals that have been determined a priori is a common denominator in leadership definitions. One of the most researched topics in management and organizational literature is leadership. Leadership, according to Xu et al., (2021), is a real and hugely consequential phenomenon, as well as the single most important issue in the human sciences. Leadership research appears to be skewed toward issues like leadership effectiveness, identifying successful leader characteristics, leadership theories, and developing leaders. According to Esbati & Korunka,

(2021), leadership research has tended to take a one-sided view of leadership, emphasizing its positive and constructive aspects while avoiding its negative aspects. "Leadership research has primarily focused on leader effectiveness and those factors contributing to optimal performance and results," according to one possible explanation or reason for this one-sided treatment of leadership (Nazir et al., 2021).

Leadership is the process of persuading others to work toward achieving organizational objectives. For decades, leadership research has emphasized the positive and constructive aspects of leadership, with little written about the dark side of leadership—leadership derailment.

At the institutional and national levels, leadership development receives a lot of attention as a result of student learning in higher education. Many institutional mission statements emphasize leadership, aiming to develop students who will be leaders in various aspects of society,

and college campuses offer a variety of leadership training, education, and development opportunities (Crucke et al., 2021). A growing body of research on student leadership as a result of their college experience, with a focus on students' leadership behaviors and styles, is available. However, very little is known about how students think about leadership (Rasool et al., 2021).

Recent leadership research has identified a set of traits needed to deal with complex systems, rapid change, and knowledge expansion in health care, information technology, and business. Emotional intelligence (EI), vision, and business acumen are three leadership characteristics consistently associated with effective leadership in multiple health care fields, according to the literature. Employee leaders with high EI, according to Akerjodet and Severinsson, are better able to deal with daily stress while creating a positive work environment, improving organizational outcomes, and retaining staff. Vision has been identified as a critical component of leadership success in today's health-care environment. Leadership roles, regardless of health profession, necessitate not only clinical knowledge but also business acumen, which allows clinicians at the bedside to communicate effectively with administrators at the organizational level (Du et al., 2021). Buchler goes on to stress the importance of business acumen, claiming that including business management in leadership training is critical to managing and influencing the evolution and changes in health care delivery. A survey of senior employee executives revealed the importance of identifying such leadership characteristics, with respondents stating that leaders who are unable to handle their newly acquired broader management responsibilities will inevitably be replaced by others who can (Bulińska-Stangrecka et al., 2021).

As a set of personal characteristics or traits, leadership – It is possible to begin to understand leadership as the characteristics of the leader – the type of person who is capable of doing what leaders do – within the broad definition of leadership as someone who motivates or influences others. For example, the idea that leaders should have charisma, emotional intelligence, enthusiasm, toughness, fairness, warmth, and confidence, dedication, magnanimity, creativity, openness, humility, integrity, or the ability to sell things (Lee et al., 2019).

### Leadership Styles

Leadership is the ability to guide a group of people toward a common goal that would not have been achieved if a pioneer had not been present. The researchers classified authority styles into three main leadership styles, which sorted out the perceptions into increasingly streamlined

information (Su & Swanson, 2019). Leadership is the process of influencing others to work willingly and confidently toward a hierarchical goal. "An initiative is commonly defined as a method of influencing individuals to coordinate their efforts toward the achievement of a specific goal or set of goals." "Leadership is commonly characterized essentially as the craft of affecting individuals with the goal of them endeavoring energetically towards the accomplishment of gathering objectives," according to Kwon & Kim, (2020). This concept can be expanded to include the ability to function with enthusiasm and certainty. Onside also stated that there are various measurements to initiative and numerous possible methods for portraying initiative style, such as oppressive, unitary, bureaucratic, appalling, consultative, and participative leadership conduct and style (Qing et al., 2020). A great deal of research has been done on the subject of authoritative change and the impact of various leadership styles on the acceptance of this change. In hierarchical life, change is a common occurrence. It asserts that change is unavoidable. It also discusses the various types of initiative that directors can use to bring about change. The analysts accomplished this by examining the supervisory initiative as well as the goals of representatives who opposed the hierarchical change. They discovered that when the director uses an authority style that can change esteems, the workers are the most averse to oppose the authoritative change (Ribeiro et al., 2020).

The following are the three main leadership styles (Crosby & Bryson, 2018):

### Transactional Leadership Styles

The transactional leadership style illustrates leadership behavior that focuses solely on eliciting basic interactions between leaders and followers. Contingent reward – in which the leader provides a job description to the follower, and the follower is rewarded with material and psychological incentives based on the fulfillment of the contractual obligation (Ng et al., 2018). This type of leadership behavior essentially clarifies expectations and establishes reward systems to ensure that they are met. management-by-exception Active employee commitment – refers to a leader whose sole goal is to ensure that standards are actively met (Raja et al., 2018). This is a proactive leadership style in which the leader actively monitors the behavior of his or her followers, anticipates problems before they occur, and takes corrective action; and management-by-exception Passive – refers to leaders who only intervene after non-compliance or errors have occurred. These are inactive leaders who wait until their actions cause problems before intervening (Randel et al., 2018).

Motivating followers through the exchange of rewards, praises, and promises is a transactional leadership style. "Transactional leadership occurs when one person takes the initiative in making contact with others for the purpose of exchanging valued things," writes Rosenbach et al., (2018). Transactional leaders, according to Seong & Hong (2018), are those who lead through social exchange. "Transactional leadership is characterized by leader-follower exchanges, whereby leaders exchange things of value with followers to advance both the leaders' and followers' agendas (Straatmann et al., 2018). When a leader focuses on his or her subordinates' "deviances, mistakes, and errors, and then taking corrective action as soon as possible when they occur," this is known as this leadership style (Sy et al., 2018). Transactional leadership, also known as managerial leadership, focuses on the role of supervision, organization, and group performance. Transactional leadership is a style of leadership in which the leader encourages followers to follow him by rewarding and punishing them. Leaders who follow the transactional leadership model pay close attention to their followers' work to spot flaws and deviations. This style of leadership is effective in times of crisis and emergency, as well as when projects must be completed in a specific manner. Transactional leaders, according to Tepper et al.,(2018), use an exchange model in which rewards are given for good work or positive outcomes. People with this leadership style, on the other hand, can punish poor performance or negative outcomes until the problem is resolved. Transactional leaders, according to Terrell et al. (2018), are more concerned with processes than with forward-thinking ideas. Contingent reward or Contingent Penalty is the focus of these types of leaders. When the set goals are met on time, ahead of schedule, or to keep subordinates working at a good pace at different times throughout completion, contingent rewards (such as praise) are given. When performance quality or quantity falls short of production standards or goals, and tasks are not completed at all, contingent punishments (such as suspensions) are applied. Leadership is viewed as a negative behavior in management-by-exception. When a leader focuses on his or her subordinates' "deviances, mistakes, and errors, and then taking corrective action as soon as possible when they occur," this is known as this leadership style (Tortola & Pansardi, 2019). Management-by-exception maintains the status quo, intervenes when subordinates fail to perform at acceptable levels, and takes corrective action to improve performance (Tuan & Thao, 2018).

### **Transformational Leadership Styles**

The definition of transformational leadership is "guidance through individualized considerations. Individualized attention emphasizes personal attention, whereas

intellectual stimulation encourages the use of logic, reason, and evidence. Studies have looked at the links between transformational leadership style and a variety of outcomes, including trust in leaders, self-efficacy beliefs, leadership satisfaction, worker absenteeism and satisfaction (Yan et al., 2018). Although there are some similarities between transactional and transformational leadership, such as providing clarity on desired outcomes, recognizing accomplishments, and rewarding high performance, there are significant differences in process and behavior. Transformational leadership entails bringing about changes in followers' values, goals, and aspirations that are in line with their own. Change is implemented by transformational leaders who articulate a vision, foster acceptance of group goals, provide individualized support and intellectual stimulation, and clarify performance expectations (Zhou et al., 2018). Transformational leadership is thought to have a direct impact on organizational performance as well as an indirect impact on organizational performance via its effects on subordinates' satisfaction with their leader. Furthermore, it is thought that performance is influenced indirectly by the effects of leadership on subordinates' affective commitment. Organizations are increasingly recognizing the value of mentoring programs for junior employees. Transformational leadership is also thought to be important in helping mentors develop effective behaviors. There have certainly been claims that the nature of employees' relationships with their managers determines how long they stay with the company and how productive they are (Aybar & Marsap, 2018). Indeed, transformational leadership has been claimed to be more effective than other leadership styles by "lifting ordinary people to extraordinary heights. Individual interactions between leaders and subordinates, particularly the way transformational leaders communicate with subordinates, play a role in this transformation.

Barreto & Hogg (2018) defined transformational leadership as followers and leaders inspiring each other to achieve "higher levels of morality and motivation" such as justice and equality. The transactional image of leadership refers to the leaders' and their followers' exchange relationships: Each participant enters the transaction with the expectation of achieving self-interest, and the leader's role is to maintain the status quo by meeting the needs of the followers. Transformational leadership, according to Bernerth et al., (2018), bonds leader and followers within a collaborative change process and thus contributes to the overall performance of the organization. In contrast to the "responsive and innovative environment" that transformational leadership creates, transactional leadership "does not bind leaders and followers in any lasting way. As a result, it produces "a routinized, non-creative but stable environment. There is a value judgment in this perception

of leadership styles, with transformational leadership being described more favorably than transactional leadership (Boamah et al., 2018).

### **Charismatic Leadership Styles**

Charismatic leadership, which frequently incorporates charismatic and visionary leadership, entails significant motivation that inspires followers to achieve the unthinkable. The transformational leader's communicative strength allows him to create mental pictures of the future, inspiring followers to identify with and stay committed to the vision, usually through his charisma (Buzo, 2018).

The positive effects of charismatic leadership on a variety of organizational outcomes highlight their importance, and these positive effects have been demonstrated in a variety of settings. These theories look at how leaders can elicit the trust and support of their followers, which can lead to increased productivity, job satisfaction, and employee commitment. Charismatic leaders set high expectations for their followers and demonstrate faith in their ability to meet those expectations. This behavior increases followers' sense of competence and self-efficacy, which boosts their performance (Cai et al., 2018).

The ability of a leader to exert diffuse and intense influence over the beliefs, values, behavior, and performance of others through his or her own behavior, beliefs, and personal example has been defined as charismatic leadership. Unlike 'traditional' leadership theories, which emphasize rational processes, charismatic leadership theory emphasizes emotions and values, recognizes the importance of symbolic behavior, and recognizes the leader's role in making events meaningful for followers. Charismatic leaders change the needs, values, preferences, and aspirations of their followers. They inspire followers to make personal sacrifices in order to fulfill the leader's mission and 'to go above and beyond the call of duty'. Followers' motivation shifts away from self-interest and toward something else (Caillier, 2018).

According to Carleton et al., (2018), charismatic leaders as architects of radical change and role models of exemplary acts involving great devotion, personal risk, and self-sacrifice. Charismatic leaders can empower their subordinates and gain their trust by doing so. Employees' emotional attachment to the leader, collective identity, and high performance may thus be induced by charismatic leadership even outside of their work role (Chang, 2018).

### **Employee Commitment**

Employee commitment has attracted considerable attention in theory and research because of its attempt to understand the intensity and stability of employee dedication to work organizations (Grossman & Sharf, 2018).

Nonetheless, the various definitions for employee commitment, as well as their various measures, all share the idea that employee commitment is a bond between an individual and his or her organization (Hansen & Pihl-Thingvad, 2018). Employee commitment, according to one definition, is "the force that binds an individual to a course of action relevant to one or more targets. Employee commitment has been linked to lower turnover, increased knowledge sharing, increased organizational citizenship behaviors, higher acceptance of organizational change, ethical behavior, and reduced absenteeism. Higher or lower levels of commitment have been shown to be a major factor in whether employees stay with or leave a company. Employees who are older and have worked for the company longer are less likely to leave. Employees with higher levels of education, according to other authors, are less committed to their employers. Furthermore, job title, marital status, and length of service all have an impact on employee commitment. The degree of employee commitment has been linked to the extent to which the organization has met certain employee needs (Hashim et al., 2018).

Employee commitment is divided into three categories: affective, continuous, and normative. As a result, it is a multidimensional measure of commitment that reflects emotional desire, perceived costs, and a sense of obligation to stay with the setting. Nonetheless, it suggests that there are important reasons why employees stay with their companies. There have been numerous studies on employee commitment in the past (Hoch et al., 2018). Holm, & Fairhurst (2018), investigated the impact of employee commitment on organizational change in the banking industry. Their definition of employee commitment was broad, ignoring the deep and varied feelings that define commitment. They looked into the effect of employee commitment on organizational growth. He regarded employee commitment as a solid concept, ignoring the elements that make up employee commitment; as a result, his study's focus was broad.

According to Huda et al., (2018), the difference between supervisors and leaders is that a leader directs the firm, whereas supervisors oversee operations. They believed, is the first study to look into the precise relationship between charismatic leadership and affective commitment. According to Dewan & Squintani (2018), poor leadership styles can lead to poor organizational performance and, as a result, higher employee turnover. The same is true for this researcher. This review examines the link between charismatic leadership and affective employee commitment based on this argument and the recognition of the importance of a committed workforce in achieving organizational goals and objectives. As a result, the purpose of this paper is to compile qualitative evidence on the

relationship between charismatic leadership and affective commitment. The researcher will be able to find evidence for a link between various charismatic leadership characteristics and affective commitment, while also highlighting important areas for future research and policy and practice implications (Ellis, 2018).

### **Conflict Management**

Conflict may arise between or within individuals, groups, organizations, or nations in almost any social setting. This type of conflict can be handled in a variety of ways. These include physical or psychological dominance, capitulation, inaction, withdrawal, negotiation, or a third-party intervention (Faraz, et al., 2018).

Conflict is defined as a process in which one party perceives that another party's interests are opposed to or negatively affecting its own. Individuals, groups, organizations, and even nations can be involved in conflict. This study, on the other hand, is focused on intragroup conflict, which is defined as conflict between group members within a group. Most researchers distinguish between two types of group conflict. Task-related conflicts arise when members of a group disagree about options related to the group's task, whereas relationship conflicts arise from interpersonal conflicts unrelated to the group's function. While researchers agree that relationship conflict has a negative impact on team outcomes like performance and satisfaction, the impact of task conflict is less clear (Fletcher et al., 2019). In some cases, task conflict has been shown to be beneficial, while in others it has been shown to be harmful. In this study, we look at conflict management as a key factor in explaining why task conflict can be beneficial or harmful depending on how group members deal with it (Frieder et al., 2018).

Conflict is linked to a variety of emotions, the majority of which are negative, and which are felt and expressed differently across cultures. Emotions are influenced by culture as a result of differing interpretations and assessments of the same situation, and as a result of thought processes. In addition, each culture has its own behavioral modes and regulatory mechanisms for expressing emotions (Glatthorn et al., 2018). The term "display rules" was coined to describe a culture's control over emotional spontaneity and expression. The strategic behavior of the parties is linked to the parties' thoughts and emotions about the conflict. The behavior of a group has been represented by two axes: cooperativeness and assertiveness. In this area, there are five distinct conflict styles or modes to be found. Competing (high assertiveness) entails the use of power to gain acceptance for one's position. Accommodation (high cooperativeness) entails attempting to fulfill the wishes of the other party at the expense of one's own. Collaboration

(high in both) entails bringing all relevant issues and concerns to the surface and working out a solution that incorporates all points of view. Avoiding (low in both) avoids the issue and avoids an open discussion about it. Compromise (middle ground) entails dividing the difference by both parties giving up something in order to find a common ground. The evidence gathered with this model has backed up the idea that cultures differ in terms of these five styles (Jehanzeb & Mohanty, 2018).

Organizational conflict is defined as behavior that is intended to obstruct the accomplishment of another person's objectives. As a result of the incompatibility of goals, conflict arises from opposing behaviors. This is the result of boundaries forming within any organizational structure, resulting in separate groups competing for limited resources (Jensen et al., 2019).

Although conflict resolution skills appear to be beneficial for all organizational teams, they may be especially important for employees in empowered and self-managing work groups. They must resolve issues relating to their personalities, work roles and habits, production procedures, work quality, scheduling, and the most efficient ways to complete the work. They also have disagreements with area managers and other teams within the company. Employees require effective conflict resolution in order to successfully manage their internal functioning and make decisions that they are committed to. Conflict management theories can help theorize about organizational teams and suggest the conditions that make them productive. The evidence for team-building interventions that focus on relationships in general has been mixed (Jiang et al., 2018). According to previous research, poorly managed conflict increases stress and strain for managers and supervisors involved in the self-managing transition. The value of conflict management for empowered organizational teams, on the other hand, has little direct empirical support (Kras et al., 2019).

## **III. METHODOLOGY**

### **Research design**

The study adopted quantitative research method to examine the interaction effect of transactional, transformational, and charismatic leadership styles (independent variables) on employee commitment (dependent variable) along with the mediation role of conflict management.

### **Population and sampling**

The population of interest was junior employees of pharmaceutical companies in Kurdistan. The pharmaceutical industry was selected for this research, as the number of multi-national companies in Kurdistan operates in this industry. A sample size of 110 employees

was selected from the pharmaceutical companies in Kurdistan. Junior employees who had worked in the interested organizations for the past 10 years and deemed to have substantial dealing with supervisors and managers were purposively selected. Hence, the purposive sampling technique was adopted to select the pharmaceutical companies and the respondents for the study. Purposive sampling is a nonprobability sampling technique where the units being investigated are selected based on the judgement of the researcher. This technique enabled the researchers to select respondents with rich information on the subject matter, and also willing and available to participate in the study. The homogenous type of purposive sampling was used, as the study population has similar characteristics such as occupation. The sample size was determined based on the similarity of the respondents and the convenience of reaching them, as recommended by Patton (2002).

**Data collection, instrumentation and analysis**

Data was collected using questionnaire to measure transactional, transformational, and charismatic leadership styles, items from (Commeirasac & Fourni, 2014; Sadeghi & Pihie, 2012; Gill, et al. 2011; Noordin, 2010, and Flynn & Staw, 2004) to develop the questionnaire and being able to measure the relationship between three leadership styles (charismatic, transformational, and transactional leaderships) with three types of employee commitment in Pharmaceutical industries. The questionnaire was structured into three sections, namely, section one collected data on the demographic characteristics (gender, age, and education level) of the respondents; section two collected data on dimensions of transactional, transformational, and

charismatic leadership; and section three collected data on employee commitment and conflict management. Sample items that measure the study variables are listed in the Appendix. The instrument was structured on a Likert scale of (1) strongly disagree to (5) strongly agree and respondents were asked to indicate the leadership styles of their supervisors and managers and the level of commitment to their organization. The statistical package of social science (SPSS 23) was used to analyze the data. Firstly, descriptive statistics analysis was applied to analyze the demographic background of participants. Secondly, reliability analysis, Pearson correlation analysis was carried out to examine the relationships among the study variables. Finally, the regression analysis was conducted to test the unique contribution of the independent variables, the augmentation and interaction effect of the independent variables and Sobel test to measure the mediation role.

**Conceptual Model**

The current study aimed to measure the relationship between three leadership styles (charismatic, transformational, and transactional leaderships) with three types of employee commitment. Moreover, to find out the idea of leadership and organization commitment in the pharmaceutical industries. The dimensions of employee commitment will be debated in further details to clarify and discover the perception. The relationship of leadership styles with employee commitment was represented the entire research. It is significant to recognize which leadership style will have better relationship with employee commitment.

**Research Model**

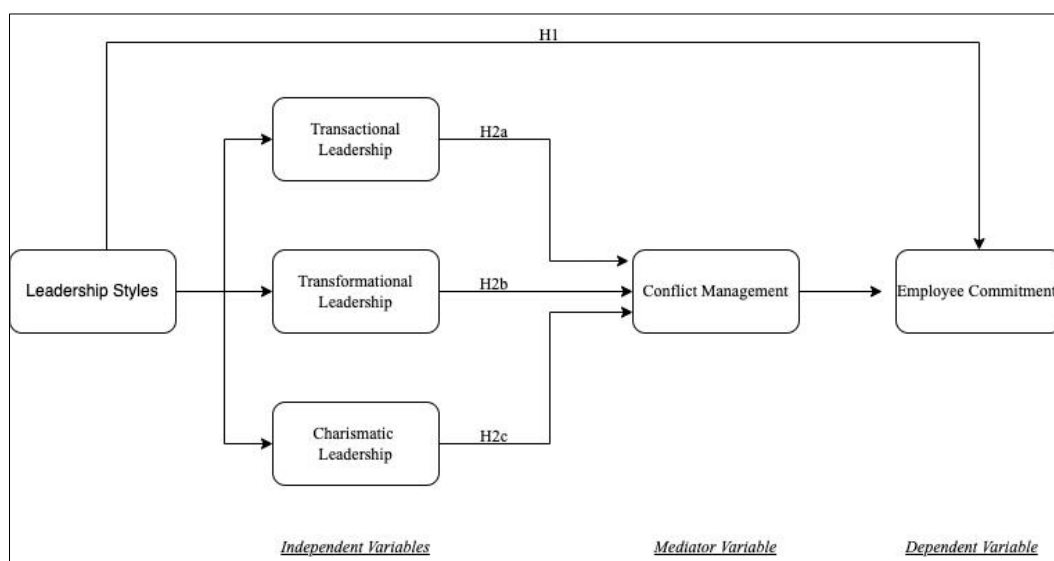


Fig.1: Research Model

### Research Hypotheses

H1: Leadership styles have a positive and significant influence on employee commitment.

H2: Conflict management mediates the relationship between leadership styles and employee commitment.

H2a: Conflict management mediates the relationship between transactional leadership and employee commitment.

H2b: Conflict management mediates the relationship between transformational leadership and employee commitment.

H2c: Conflict commitment mediates the relationship between charismatic leadership and employee engagement.

## IV. DATA ANALYSIS AND RESULTS

This section shows data analysis starting with demographic analysis for participants, following by reliability analysis, correlation analysis, simple regression analysis, and Sobel test.

Table 1: Gender

No	Items		Frequency	Percent
1	Gender	Male	68	62
		Female	42	38
2	Age	20-29	38	35
		30-39	42	38
		40-49	18	16
		50-59	9	8
		60-69	3	3
3	Education	High school	3	3
		Diploma	8	7
		Bachelor	63	58
		Master	23	21
		PhD	11	10
		Other	2	1

As we can see in the table (1), employees' gender, it was found that 68 male employees and 42 female employees participated in this research. Moreover, concerning employees' age, it was found that 38 employees were from 20 years old to 29 years old, 42 employees were from 30 years old to 39 years old, 18 employees were from 40 years old to 49 years old; 9 employees were from 50 years old to 59 years old; and 3 employees were from 60 years old to 69 years old. Furthermore, concerning employees' education, it was found that 3 employees had high school, 8 employees had diploma, 63 employees had bachelor, 23 employees had master, 11 employees had PhD, and 2 employees had other degree.

Table 2: Reliability Analysis

No	Variables	No of items	Cronbach Alpha
1	Transactional leadership	11	.789
2	Transformational leadership	9	.739
3	Charismatic leadership	10	.769
4	Employee commitment	10	.791
5	Conflict management	11	.771



As seen in table (2), reliability analysis allows to examine the properties of measurement scales and the items that compose the scales. The Reliability Analysis procedure calculates a number of commonly used measures of scale reliability and also provides information about the relationships between individual items in the scale. The findings revealed that the Cronbach alpha of transactional leadership is .789 which is higher than 0.6, this indicates that all 11 items used to measure transactional leadership were reliability, the Cronbach alpha of transformational leadership is .739 which is higher than 0.6, this indicates that all 9 items used to measure transformational leadership were reliability, the Cronbach alpha of charismatic leadership is .769 which is higher than 0.6, this indicates that all 10 items used to measure charismatic leadership were reliability, the Cronbach alpha of employee commitment is .791 which is higher than 0.6, this indicates that all 10 items used to measure employee commitment were reliability, and the Cronbach alpha of conflict management is .771 which is higher than 0.6, this indicates that all 11 items used to measure conflict management were reliability.

Table 3: Correlation Analysis

Correlations		(1)	(2)	(3)	(4)
Transactional leadership (1)	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	110			
Transformational leadership (2)	Pearson Correlation	.762**	1		
	Sig. (2-tailed)	.000			
	N	110	110		
Charismatic leadership (3)	Pearson Correlation	.739**	.717**	1	
	Sig. (2-tailed)	.000	.000		
	N	110	110	110	
Employee commitment (4)	Pearson Correlation	.781**	.708**	.712**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	110	110	110	110
**. Correlation is significant at the 0.01 level (2-tailed).					

As seen in table (3), Correlation analysis, it is a statistical method used to measure the strength of the linear relationship between two variables and compute their association. The findings revealed that; Pearson correlation between transactional leadership and employee commitment is  $.781^{**} < 0.05$ , this indicated that there is a strong relationship between transactional leadership and employee commitment, Pearson correlation between transformational leadership and employee commitment is  $.708^{**} < 0.05$ , this indicated that there is a strong relationship between transformational leadership and employee commitment, and the Pearson correlation between charismatic leadership and employee commitment is  $.712^{**} < 0.05$ , this indicated that there is a strong relationship between charismatic leadership and employee commitment.

Testing First Research Hypothesis

H1: Leadership styles have a positive and significant influence on employee commitment.

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.769a	.732	.591	.25938
a. Predictors: (Constant), Employee Commitment				

This table provides the R and R2 values. The R value represents the simple correlation and is 0.769 (the "R" Column), which indicates a high degree of correlation. The R2 value (the "R Square" column) indicates how much of the total variation in the

dependent variable, Employee commitment can be explained by the independent variable (leadership styles). In this case, 73.2% can be explained, which is very large as seen in table (4).

Table 5: ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	44.016	1	44.016	654.238	.000b
	Residual	30.410	452	.067		
	Total	74.426	453			
a. Dependent Variable: leadership styles						
b. Predictors: (Constant), Employee Commitment						

This table indicates that the regression model predicts the dependent variable significantly well. The "Sig." column indicates the statistical significance of the regression model that was run. In this table,  $p < 0.000$ , which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable as seen in table (5).

Table 6: Coefficients between Leadership Styles and Employee Commitment

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.093	.151		.615	.539
	Leadership styles	.769	.039	.901	25.578	.000
a. Dependent Variable: Employee commitment						

As per simple regression analysis, (table 6), concerning testing first research hypothesis, it was found that the value  $B = .769$  and the value of  $Beta = .901$  with significant level of .000, this indicates that both values are positive and higher than 0.05 accordingly first research hypothesis is supported which stated that leadership styles have a positive and significant influence on employee commitment.

**Testing Second Research Hypothesis**

H2: Conflict management mediates the relationship between leadership styles and employee commitment.

H2a: Conflict management mediates the relationship between transactional leadership and employee commitment.



Table 7: Coefficients between Transactional Leadership and Conflict Management

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.377	.134		2.807	.005
	Transactional Leadership	.774	.034	.899	26.067	.000
a. Dependent Variable: Conflict Management						

As per simple regression analysis, (7), concerning testing H2a research hypothesis, it was found that the value  $B = .774$  and the value of  $Beta = .889$  with significant level of .000, this indicates that both values are positive and higher than 0.05 accordingly, there is positive and significant relationship between transactional leadership and conflict management.

Table 8: Coefficients between Conflict Management and Employee Commitment

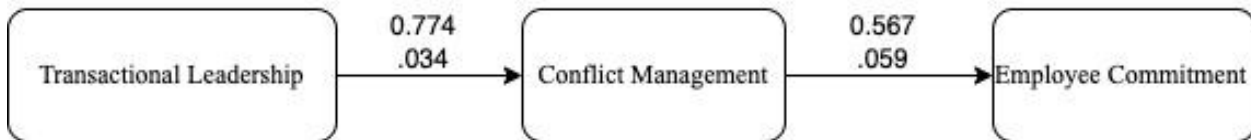
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.544	.229		2.376	.018
	Conflict Management	.567	.059	.863	14.665	.000

a. Dependent Variable: Employee Commitment

As per simple regression analysis, (see table 8), concerning testing H2a research hypothesis, it was found that the value B = .567 and the value of Beta = .863 with significant level of .000, this indicates that both values are positive and higher than 0.05 accordingly there is positive and significant relationship between transactional leadership and employee commitment

Table 9: Sobel test of (Transactional Leadership, Conflict Management, and Employee Commitment)

Input:	Test statistic:	Std. Error:	p-value:
a .774	Sobel test: 8.85358673	0.04956839	0
b .567	Aroian test: 8.84634556	0.04960896	0
s <sub>a</sub> .034	Goodman test: 8.86084571	0.04952778	0
s <sub>b</sub> .059	<input type="button" value="Reset all"/>	<input type="button" value="Calculate"/>	



H2b: Conflict management mediates the relationship between transformational leadership and employee commitment.

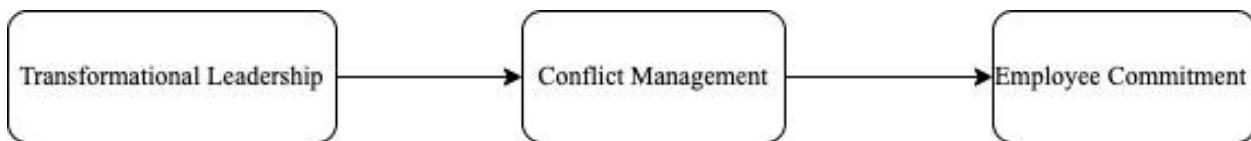


Table 10: Coefficients between Transformational Leadership and Conflict Management

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.912	.141		13.527	.000
	Transformational leadership	.509	.035	.562	14.453	.000

a. Dependent Variable: conflict management

As per simple regression analysis, (see table 10), concerning testing H2b research hypothesis, it was found that the value B = .509 and the value of Beta = .562 with significant level of .000, this indicates that both values are positive and higher than 0.05 accordingly there is positive and significant relationship between transformational leadership and conflict management.

Table 11: Coefficients between Conflict Management and Employee Commitment

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.579	.141		18.273	.000
	Conflict management	.322	.035	.396	9.177	.000

a. Dependent Variable: Employee commitment

As per simple regression analysis, (see table 11), concerning testing H2a hypothesis, it was found that the value B = .322 and the value of Beta = .396 with significant level of .000, this indicates that both values are positive and higher than 0.05 accordingly there is positive and significant relationship between conflict management and employee commitment.

Table 12: Sobel test of (Transformational Leadership, Conflict Management, and Employee Commitment

Input:		Test statistic:	Std. Error:	p-value:
a	.509	Sobel test: 7.77486613	0.02108049	0
b	.322	Aroian test: 7.76177204	0.02111605	0
s <sub>a</sub>	.035	Goodman test: 7.78802672	0.02104487	0
s <sub>b</sub>	.035	Reset all	Calculate	



H2c: Conflict commitment mediates the relationship between charismatic leadership and employee engagement.

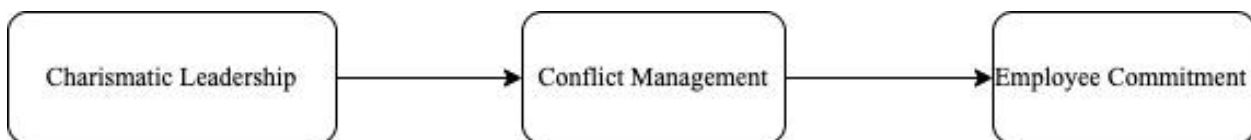


Table 13: Coefficients between Charismatic Leadership and Conflict Management

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.310	.161		8.157	.000
	Charismatic leadership	.606	.040	.647	16.195	.000
a. Dependent Variable: Conflict management						

As per simple regression analysis, (see table 13), concerning testing H2c research hypothesis, it was found that the value B = .606 and the value of Beta = .647 with significant level of .000, this indicates that both values are positive and higher than 0.05 accordingly there is positive and significant relationship between charismatic leadership and conflict management.

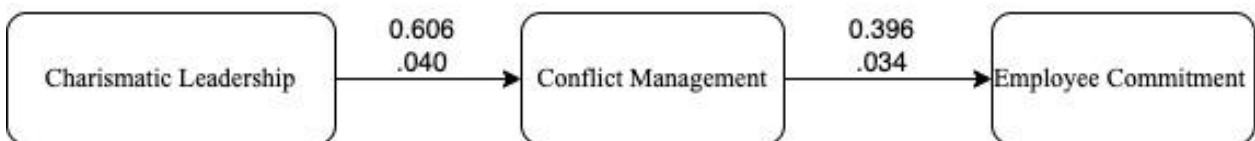
Table 14: Coefficients between Conflict Management and Employee Commitment

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.425	.133		18.288	.000
	Conflict management	.396	.034	.477	11.546	.000
a. Dependent Variable: Employee commitment						

As per simple regression analysis, (see table 14), concerning testing H2c research hypothesis, it was found that the value B = .396 and the value of Beta = .477 with significant level of .000, this indicates that both values are positive and higher than 0.05 accordingly that there is positive and significant relationship between conflict management and employee commitment.

Table 15: Sobel test of (Charismatic Leadership, Conflict Management, and Employee Commitment

Input:		Test statistic:	Std. Error:	p-value:
a	.606	Sobel test: 9.23373705	0.02598904	0
b	.396	Aroian test: 9.22112012	0.0260246	0
s <sub>a</sub>	.040	Goodman test: 9.24640592	0.02595344	0
s <sub>b</sub>	.034	Reset all	Calculate	



## V. CONCLUSION

The current study aimed to measure the relationship between three leadership styles (charismatic, transformational, and transactional leaderships) with employee commitment along with the mediation role of conflict management. Moreover, to find out the idea of leadership and organization commitment at the Pharmaceutical industries. Leadership is the capacity to move a gathering towards a shared objective that would not be met if a pioneer had not been there. Scientists of this investigation classified authority styles into three principal styles of leadership, which sorted out the perceptions into increasingly streamlined information.

Leadership is the way toward affecting others to work readily toward a hierarchical objective with certainty. Initiative is commonly characterized just as the way toward affecting individuals to coordinate their endeavors towards accomplishment of some specific objective or objective. Leadership is commonly characterized essentially as the craft of affecting individuals with the goal that they will endeavor energetically towards the accomplishment of gathering objectives". This idea can be broadening to incorporate ability to function as well as with enthusiasm and certainty. Leadership conduct and style is the manner by which the elements of authority are done, the manner by which chiefs regularly carry on towards individuals from the gathering, onside further expressed that there are numerous measurements to initiative and numerous conceivable methods for portraying initiative style, for example, oppressive, unitary, bureaucratic, appalling, consultative, and participative.

Findings revealed that; the first research hypothesis is supported which stated that leadership styles will positively and significantly influence employee commitment at pharmaceutical companies in Kurdistan. Moreover, as for the conflict management as the mediation role between each leadership style (transactional, transformational, and charismatic) and employee commitment, the findings revealed that; conflict management has a positive and significant mediation role between all mentioned leadership styles and employee commitment, moreover the findings showed that the highest value was the mediation role of conflict management between transactional leadership and employee commitment, on the other hand the lowest value was the mediation role of conflict management between transformational leadership and employee commitment.

## VI. RECOMMENDATIONS

Additionally, to ascertain the concept of leadership and employee commitment in Kurdistan's Pharmaceutical industries. Leadership is the skill to guide a group toward a common goal that would not have been achieved in the absence of a pioneer. The investigators defined authority types into three distinct leadership styles, which categorized impressions into progressively streamlined data. Leadership is the process of influencing others to work willingly and confidently toward a hierarchical purpose. "Initiative is frequently defined as the process of influencing individuals to coordinate their efforts toward the completion of a given target or set of objectives." According to Ellis (2017), "Leadership is frequently defined fundamentally as the art of influencing individuals in such a way that they will work energetically toward the fulfillment of collective objectives. This concept can be expanded to include the ability to function both enthusiastically and confidently.

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**Appendix**

Survey

Please tick (✓) one cell for each statement that most closely describes your overall opinion of each item.

1= strongly disagree, 2= disagree, 3= neutral, 4=agree, 5= strongly agree

Questions	1	2	3	4	5
<b>Transformational Leadership</b>					
1. Manager should instill pride in me for being associated with him/her					
2. In my organization, leaders, mentor and coach those they lead					
3. My manager communicates convincing values and goals					
4. My manager offers attractive visions for the future					
5. Manager should seek differing perspectives when solving problems					
6. Manager should clarify to all employees where to get information about crisis management and which specialists to contact					
7. My manager makes innovative suggestions					
8. My manager promotes an intelligent, rational and carefully thought trough resolution of problems					
9. My manager Re-examines critical assumptions to question whether they are appropriate					
<b>Transactional Leadership</b>					
1. Manager should provide employees with assistance in exchange of efforts					
2. Manager should use methods of leadership that are satisfying					
3. Manager should work with me in a satisfactory way					
4. In my organization, people are rewarded for learning					
5. My manager clearly formulates expectations					
6. My manager shows satisfaction if expectations were realized					
7. As a counter-move for achievement offers support					
8. Manager should focus on irregularities, mistakes, exceptions and deviations from standards					
9. Some mangers wait for things to go wrong before taking action					
10. In my organization, people spend time building trust with each other					
11. Manager should create systems to measure gaps between current and expected performance					
<b>Charismatic Leadership</b>					
1. Manager should re-examine critical assumptions to question whether they are appropriate					
2. Manager should make clear what one can expect to receive when performance goals are achieved					

3. Manager should articulate a compelling vision of the future					
4. Manager should emphasize the importance of having a collective of vision					
5. In my organization, teams/ group revise their thinking as a result of group discussions or information collected					
6. Manager should discuss in specific terms who is responsible for achieving performance targets					
7. Manager should consider the moral and ethical consequences of decisions					
8. Some managers consider each employee as having different needs, abilities and aspirations from others					
9. Manager should help me to develop my strengths					
10. In my organization, people are given time to support learning					

<b>Employee commitment</b>					
1. I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.					
2. I talk up this organization to my friends as a great organization to work for.					
3. I feel very little loyalty to this organization.					
4. I would accept almost any type of job assignment in order to keep working for this organization.					
5. I find that my values and the organization's values are very similar.					
6. I am proud to tell others that I am part of this organization.					
7. I could just as well be working for a different organization as long as the type of work were similar.					
8. This organization really inspires the best in me in the way of job performance.					
9. It would take very little change in my present circumstances to cause me to leave this organization.					
10. I am extremely glad I chose this organization to work for over others I was considering at the time I joined.					
<b>Conflict Management</b>					
1. I can think of several different ways to deal with a disagreement.					
2. I have thought about how I normally respond to conflicts.					
3. I feel good about how I handle most conflicts or disagreement.					
4. The ways I try to resolve conflicts usually work for me.					
5. I respond to different conflicts differently.					
6. In argument, I try to understand the other person's point of view.					
7. When someone is upset with me, I try to find out why.					
8. I try to understand if a conflict is caused by a misunderstanding.					
9. When I am involved in a conflict, I stop and think about what I should do.					
10. During a conflict I try to find a compromise.					
11. During an argument, I often say things that I later regret.					