

Leadership Behavior And Conflict Management On The Organization

ABID Taous*

University of 20 August 1955 – Skikda (Algeria)

Email: t.abid@univ-skikda.dz

Submitted

30/06/2025

Accepted

12/01/2026

Published

01/06/2026

Abstract: Leadership behavior is key to the success or failure of any organization that aspires to change and develop communication channels, as it is based on a high degree of supervision and ensuring an environment that encourages actors to overcome organizational conflicts.

Through this research paper, we have attempted to address the role of leadership behavior in managing organizational conflict, given that leaders are actors who seek to manage and reduce existing conflicts, enabling them to establish an efficient and effective leadership style.

In this context, the current study was devoted to answering the central question that revolved around: What is the role of Leadership behavior in managing organizational conflicts? We relied on a case study approach to study the community represented by some workers in the plastic materials complex, where the sample was selected randomly and included thirty-two (32) workers. Within this, we were able to collect data based on interview and observation techniques as two tools that are suitable for this type of study.

The results showed that leadership behavior contributes to managing and reducing organizational conflicts, both task-oriented leadership behavior to resolve conflicts between different departments and individual-focused leadership behavior to eliminate conflicts between individuals contribute to this.

Keywords: *Behavior, Leadership Behavior, Leader, Management, Organizational Conflict*

1. INTRODUCTION:

Today, organizations are constantly trying to achieve success on all levels, but the impact of external transformations and rapid changes stands as an obstacle to this ambition and often prevents them from achieving their goals. Therefore, the institution constantly resorts to developing methods and strategies to confront

* Corresponding author

changes that may hinder its path. On the other hand, the internal environment of the institution may have a significant impact on achieving the goals.

Whereas the institution that enjoys stability and balance finds it easy to outline and implement plans, on the other hand, it is difficult for the institution that suffers from turmoil and instability to find solutions to problems or reach goals. This is due to the crises that these institutions are struggling with or the conflicts that exist between individuals and groups, especially those destructive conflicts that are widely out of control. However, an effective leader can, in one way or another, intervene to stop it from happening or bring it to a quick end before it harms the institution. As leadership behavior is one of the most influential elements in determining the success or failure of the management and administration process within institutions, the scientific vision on the subject of leader behavior aims to build patterns that are conducted within the framework of research and present the contexts that explain and direct the worker's behavior. On the other hand, the success of institutions is closely tied to the way leaders manage groups and teams, as well as the qualities and capabilities they possess.

A leader's success is intrinsically linked to their group's success, as he seeks to create a spirit of cooperation and solidarity among the members. This is one of the goals of leadership, as fostering a particular mindset among workers can harmonize their perspectives, align their aspirations, and reduce the likelihood of internal disputes. Therefore, we believe that leadership behavior plays an important role in how conflicts are dealt with within the organization.

On this basis, this study was conducted to bring the picture closer to the subject of leadership behavior and conflict management within the institution. It was divided into four main sections. The first section included the theoretical and conceptual framework of the study (the problem, hypotheses, objectives, concepts, etc.), while the second section concerned the methodological framework of the study (the limits of the study, the method, the sample, the tools, etc.). The third section was dedicated to discussing leadership behavior and conflict management, and finally, in the fourth section, the results reached by the field study were presented and discussed.

2. The theoretical and conceptual framework of the study

2.1. The Problem Statement

Increasing interest and discussion about organizational behavior in general and leadership behavior in particular have arisen due to the rapid developments and changes that occurred in institutions at the beginning of the twenty-first

century. These changes required attention and consideration for better and more effective achievement. The subject of leadership behavior received great attention from scholars and thinkers, such as Machiavelli, who relied on the belief that any behavior is justified under the notion that the end justifies the means, as well as Henri Fayol in administrative organization and the school of human relations, among others.

Since leadership behavior is based specifically on the way leaders can intervene and deal with complex situations, it also shows the extent to which a leader can change the way they lead people depending on the position they find themselves in. Understanding the worker's behavior involves understanding their thoughts, attitudes, and perhaps their intentions and personal goals. Therefore, it is necessary for the leader to find the appropriate behavior for dealing with the conflicts that usually arise between workers.

In this context, the leader must intervene to resolve and end the conflict, because if these conflicts are not managed properly, they may result in negative and serious consequences for the individual, such as loss of confidence, poor performance and dynamism, and some health and psychological problems, etc. They can also have adverse effects on the organization, such as decreased productivity and disruption of its external image, etc.

Therefore, it is necessary to deal seriously with conflict management by creating a climate that fosters communication and adopting a management style that adapts to all types of conflicts. Sometimes, the focus must even be on prevention. Thus, the leader's behavior becomes prominent as it indicates the effectiveness of leadership or its lack. This is also influenced by the developments that institutions are witnessing today at the leadership level, as well as the transformations that have occurred at the level of organizational structures and their degree of complexity and rigidity

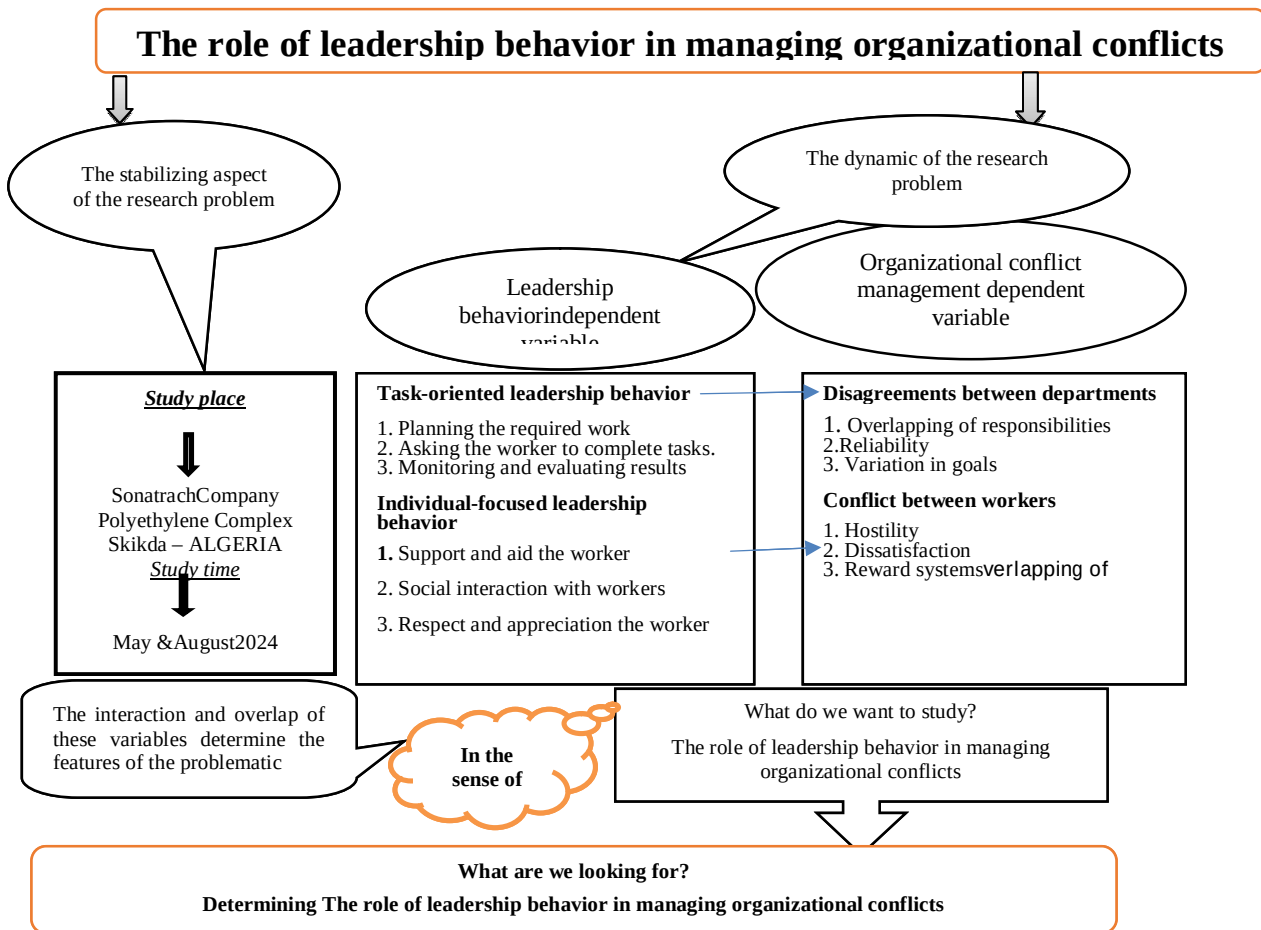
In light of this study, we will seek to address the topic of leadership behavior with the aim of exploring its contribution to managing organizational conflict. In this regard, we pose the following question: What is the role of leadership behavior in managing organizational conflicts?

The central question branches into two sub-questions as follows:

- Does task-oriented leadership behavior affect resolving conflicts between different departments and interests?
- Does Leadership behavior directed at individuals contribute to resolving conflicts between members?

Leadership Behavior And Conflict Management On The Organization

Figure 01: Features of the research problem



Source: Prepared by the Researcher

The figure above summarizes and illustrates the problematic features of the topic under study. The study included a central question from which two sub-questions branched off, based on two hypotheses as shown in the figure. Each hypothesis was accompanied by a set of indicators related to the dependent (Organizational conflict management) and independent (Leadership behavior) variables. Among these indicators we mention the following:

- | | | |
|--|---|---------------------------------|
| 1. Planning the required work | → | overlapping of responsibilities |
| 2. Asking the worker to complete tasks | → | Reliability |
| 3. Monitoring and evaluating results | → | Variation in goals |

2.2. Hypotheses:

Based on the study's problem statement in order to achieve the research objectives that it aims for. We will employ the following hypotheses:

General hypothesis: "Leadership behavior influences organizational conflict management."

From this general hypothesis, two partial hypotheses emerged, which are as follows:

- 1- Task-oriented leadership behavior helps resolve conflicts between different teams and departments.
- 2- Leadership behavior directed at individuals contributes to resolving conflicts between members.

2.3. Study objectives:

We aimed to shed light on one of the most important topics related to effective management and leadership. Our main goal was to answer the question raised in our current study, specifically to understand the role of leadership behavior in managing organizational conflict.

In addition, we sought to achieve several important objectives,

- Analyze the behaviors adopted by leaders in addressing organizational conflicts.
- Attempt to find leadership mechanisms that limit the increase in tensions and disturbances that may hinder leadership.
- To understand the role of leadership behavior to organizational conflict management.
- The contribution of task-oriented leadership behavior to resolving conflicts between different departments and interests.
- The contribution of individual-focused leadership behavior to eliminating conflicts between individuals.

2.4. Definition and Discussion of Concepts:

The requirement to define concepts within the framework of sociological scientific research is not merely limited to providing definitions; rather, it requires an explanation and detailed exploration of the various concepts, as it is not possible to address the subject directly and begin listing the details. This study has made it a priority to mention the linguistic meaning of the concepts according to some scholars and researchers.

- **Behavior:** is “any observable overt movement of the organism generally taken to include verbal behavior as well as physical movements“(Raymond, 2011, p. 148)

Here we mean the observable actions and communication patterns exhibited by individuals in response to organizational situations

We believe that behavior encompasses all the actions, words, and deeds that an individual makes and that reflect the beliefs, values, and ideas that they hold and adhere to, depending on the situation they encounter.

– **Leadership behavior:** A leadership behavior can be described as a set of behavioral options at a leader's disposal to address a variety of issues in a suitable fashion. (Marieke and al, 2021, p. 02)

The procedural definition of leadership behavior : The leadership behavior of leaders within a polyethylene complex reflects the methods and approaches they rely on in managing and administering the organization's affairs.

– **Leader:** Will Schutz defines a leader as someone who completes and links all the operations performed by the members of his group, and who monitors and ensures that all the specific functions necessary to achieve the group's goals are carried out correctly. (Jenster, 2009, p. 19)

The leader is a member of the group like any other. He has the task of linking, monitoring, and completing the various operations and tasks carried out by the members of the group. The leader is typically the most competent member, dedicated to achieving the goals. He also has authority and powers, unlike the rest of the members.

– **Management:** is defined as the pursuit of organizational goals efficiently and effectively by integrating the work of people through planning, organizing, leading, and controlling the organization's resources. (Kinicki and Williams, 2018, p. 05)

– **Organizational Conflict:** 'March and Simon' consider conflict as a breakdown in the standard mechanism of decision making, on the one side Pondy has argued that organizational conflict can best be understood as a dynamic process underlying organizational behavior. (Afzalure, 2011, p. 15)

Based on the above definitions, the procedural definition of an organizational conflict can be defined empirically as encompassing all disputes and tensions that occur at the individual and group levels, which positively or negatively affect the conflicting parties and their ability to achieve goals within a polyethylene complex.

2.5. Similar Studies

The First Study: (Harry and al, 2007, pp. 151-172)

The effects of service climate and internal service quality on frontline hotel employees' service-oriented behavior

Study objectives:

- To examine how service climate connects internal service-oriented managerial actions (i.e., empowering leadership) and external service performance (i.e., ESOBs)
- To assess how empowering leadership—another service-oriented leadership style influences service climate, which in turn promotes ESOBs
- To explore the effects of moderation by external departments' ISQ at the team level on the connection between service climate and ESOBs

Research design and analysis strategy

It used a cross-sectional research design, using convenience sampling. Managers in service departments rated MCSQ, and frontline employees in each service department rated department managers' empowering leadership, service climate, external departments' ISQ, and ESOBS.

Hierarchical linear modeling (HLM) was used to conduct multilevel analyses. In comparison to statistical techniques, such as structural equation modeling and regression, that ignore hierarchical data structures, HLM considers the

Measurement model analysis and descriptive statistics

Confirmatory factor analysis was used to test the validity of the scales. Since empowering leadership is a five-dimension construct, its validity was tested first. CFA results suggested acceptable fit: $\chi^2 (94) = 396.34, p = 0.00$; CFI = 0.99; NFI = 0.98; SRMR = 0.038; RMSEA = 0.078. Factor loadings ranged from 0.75 ($t = 19.34$) to 0.88 ($t = 26.88$); AVEs for the five dimensions were 0.68, 0.73, 0.68, 0.68, and 0.76, greater than the criterion of 0.5; and CRs for the five dimensions were 0.86,

Research sample: Data collected from 538 employees of 81 department managers in 24 Chinese hotels were examined using hierarchical linear modeling.

Results: The results indicate that the study objectives were successfully achieved, through:

- Empowering leadership mediates the effect of manager's commitment to service quality on service climate.
- Service climate mediates the effect of empowering leadership on employees' service-oriented behaviors.
- External departments' internal service quality moderates service climate-employees' service-oriented behaviors link.

The second study: (Kharadze and Gulua, 2023, pp. 77-92)

A study recently presented by two researchers affiliated with The Human Resources Management Laboratory which is functioning at Ivane Javakhishvili Tbilisi State University. "Natalia Kharadze Ekaterine Gulua tagged with the title "Organizational Conflict Management Challenges"

Study objectives:

It is interesting to see, how the respondents have been involved in a conflict management or prevention.

It is interesting to know the reason for the conflicts in which respondents have to be?

Research sample:

The research was focused on the Faculty of Economics and Business of Ivane Javakhishvili Tbilisi State University. 458 respondents were interviewed including Bachelor's and Master's Degree Students, Professors and Administration Representatives.

The questionnaire included 36 questions and 133 options of response

Research design and analysis strategy

The study finally made many interesting problems clear. The results obtained were processed by the SPSS program. We have formulated the hypothesis, studied the influence of the status and the gender of a respondent (bachelor, master, professor, and representative of the administration) on up to 15 variables. Trends were revealed through the tables developed on dispersion analysis.

As a result of filtration, we have chosen different types of respondents to identify such factors as Q1.... Q15, with the use of statistics we had an opportunity to analyze the connection of respondents with different status to specific variables

Results:

As a result of the research, frequency of conflict situations in the organization was established, the active link of conflict situations. The reasons for then involvement of the collective team members into the conflict have been identified. The attitude of respondents of different categories was interesting in terms of resolving conflict situations. Conflict situations combined with the rest of the stages include the analysis of the causes. Different categories of respondent's differently understand the importance of analyzing the causes of conflicts.

Also, a few studies have been interested in researching the topic of leadership behavior and linking it to variables like an Effectiveness, such as John's study (Yukl, 2012, pp. 66-85). Organizational culture such as Nguyem's study (Nguyem and Sherief, 2011, pp. 206-221). As for the topic of conflict management, researchers have been interested in how to resolve or mitigate conflicts, as this topic has been linked to variables such as Minov's study (Minov and Maric, 2024, pp. 107-121). Some linked it to the power of constructive management within the team, such as the study of Chaudhary and Arora (Chaudhary and Arora, 2023, pp. e55-e66).

There are many studies that sought to research the impact of individual-focused leadership behavior in conflict management, but the current study sought to highlight the impact of task-oriented leadership behavior in resolving conflicts between different departments and teams, as well as the impact of individual-focused leadership behavior in eliminating conflict, we see that this study is important and is particularly timely.

3. Leadership Behavior and Organizational Conflict Management

3.1. Leadership Behavior

The topic of leadership behavior is considered one of the most prominent areas that have received the attention of scholars and researchers in various political, military, and administrative fields, among others. This is due to the significance of the topic for institutions and societies and its relevance to all areas of human life. Additionally, the role played by the leader in achieving development and progress across all systems and frameworks is crucial. In the past, the concept of leadership remained linked to the military and political fields. The term or title of a leader was reserved for military commanders or political leaders, especially those who achieved victories and demonstrated courage and wisdom that earned the trust of their followers and admirers. Such leaders were credited with significant events attributed to them by history (Yukl, 2013, p. 02).

As a result of the transformations that societies have undergone and the development of concepts related to management and administration, there has been a rush of scientists and researchers in all fields to study and investigate these changes. This is particularly true following the development that institutions in general and the industrial institution in particular, have experienced. Management and economics scholars have examined leadership behavior to identify effective leadership styles within institutions for optimal resource management, while sociologists have studied leadership behavior in relation to societal needs and development, and also explored patterns and characteristics to add a sociological perspective.

Initially, research focused on examining the leader's personality and the key characteristics that should be considered when selecting individuals for leadership roles. Then, the interest of scientists shifted to focusing on the behavior of the leader, as the studies by Fleishman in 1953 and by Harris and Fleishman in 1962 are among the most famous studies that have dealt with the subject of leadership. (Robertson and al, 2002, p. 203)

Given the importance of the topic, researchers have developed a set of models and proposed many theories. They have explored both the strengths and weaknesses of leadership styles in relation to leader behavior. The topic of leadership has been linked to variables such as motivation, organizational effectiveness, and organizational conflict. The 1970s and early 1980s are considered a turning point in the history of leadership due to the abundance of writings, such as those presented by researcher John Gerring. Additionally, studies like those by Joseph B. Holloway in 2012, Gary Yukl in 2012, and Vali Mehdinezhad in 2016 have provided significant insights into leadership behavior, among others.

The astute leader must realize that any change in the structure of society must be accompanied by a change in the use of values in order to keep pace with the new structure, and to avoid conflict between the new values and the prevailing values in society. (Abid, 2023, p. 121).

The leader's behavior may be closely related to their personality and leadership style, as is the case with charismatic leadership, which Max Weber described as being related to a unique personality. This type of leader possesses extraordinary talents and abilities beyond normal human capacity and exhibits exceptional traits that ordinary individuals cannot achieve (Robbins and Judge, 2013, p. 379). This means that charismatic leadership is not only about the leader's behavior but also about their extraordinary personality and talents. Such leaders are willing to take risks at all levels to achieve their goals. However, this type of leadership is not always effective, as success often depends on the combined efforts of all individuals, not just the leader alone. Researcher "Dirk van Dierendonck" and his colleagues found in a study that leadership behavior affects the well-being of subordinates, and this is what the leader wants in order to increase productivity. (Van Dierendonck and al, 2004, p. 172).

Democratic leadership, or consultative leadership, is based on consultation and discussion, which increases the expansion of communication networks, develops trust, and creates a sense of belonging. However, the final decision ultimately belongs to the leader. Studies indicate that it is the best model for achieving the goals of both the institution and individuals. (Khan and al, 2015, p. 88). In democratic groups, a specific system involving resources and tasks is in place. Although democratic leadership can adopt a firm stance when necessary, it is important not to confuse democracy with a lack of structure or boundaries. This style encourages member participation, which stimulates creativity and innovation and enhances trust and communication among all members.

Autocratic leadership, also called authoritarian leadership, is based on dictatorship in making decisions and setting goals by the leader individually and

independently. Members' roles are limited to implementing and executing orders, which may restrict the development of creativity. (Ibid, 2015, p. 88). In contrast, free leadership, or laissez-faire leadership, grants members complete freedom to make decisions and perform tasks. The leader delegates authority to members who possess the necessary skills and competencies.

3.2. Organizational conflict management

Conflict is an integral part of life; each of us has our own opinions, ideas, and sets of beliefs. We all have our own way of looking at things. Some people may view conflict as a negative situation to be avoided. On the other hand, some may see it as a fact that should be managed. Since conflicts arise at all levels of the organization, their study has become the subject of interest for many researchers. Because conflict is inevitable, it is essential for leaders to be able to recognize the source of conflict, identify destructive conflicts, learn how to manage conflict, and apply conflict resolution techniques in a practical way. Generally, conflict can be classified into the following three types.

- Conflict between two people usually occurs due to differences in ideas and points of view. More specifically, it is rooted in the variations in personal values that each person holds.
- Conflict between the leader and their group members occurs when a member is asked to perform a task beyond their competence, or is asked to complete many tasks in a short time, which is known as role burden.
- Conflict between teams and groups occurs when misunderstandings arise between different teams within the organization, especially when tasks intersect between groups.
- Conflict within an organization is not always negative. Sometimes, conflicts contribute to the development and prosperity of the organization, as they may foster healthy competition, driving individuals toward creativity and achieving goals. However, conflicts that constitute a danger are those that lead to the disintegration of teams and groups. These are destructive and dysfunctional conflicts.
- Structural conflict: Arising from organizational design, resource scarcity, or technological constraints.

3.3. The importance of leadership behavior in managing organizational conflict

Successful and effective leadership behavior expresses the set of methods that the leader adopts to solve problems and achieve goals. Therefore, anyone leading a group or team must possess the necessary qualifications and competencies to be

distinguished from the rest of the members. It includes all the capabilities that the leader possesses and uses to achieve high levels of performance. The individual tasked with leading others is expected to stand out in both personality and approach, with a methodical mindset and the ability to build and manage relationships with others. They should also possess the knowledge and skills that qualify them to carry the leader's badge. Among the most important of these qualifications, we mention:

Personal qualifications: The concept of a leader has always been associated with strength, a distinguished personality, and intelligence, due to the qualifications that their personality carries, such as integrity, honesty, ambition, and perseverance.(Aldawood and Christian, 2014, p. 52)They also possess a sense of initiative and a vision for the future, in addition to being endowed with good morals, self-confidence, and the power of persuasion and influence over others.

- **Management qualifications:** A leader has a distinctive approach to monitoring progress, resolving issues, and overcoming obstacles. They possess a clear and insightful vision for planning and organizing steps while maintaining a practical and realistic focus on work. They bring different perspectives together, minimize differences, and create a unified environment aimed at achieving shared goals.

- **Methodological qualifications:** The leader must know the techniques necessary to adapt to all situations through the ability to analyze, synthesize, and formulate in order to provide a safe work environment and reduce risk. Additionally, the leader should support and encourage team members for their efforts, continuously motivate them, and act as their ally."

- **Relational qualifications:** Managing and directing individuals is one of the most difficult tasks that a leader performs due to the differences that exist between individuals in terms of ideas and values.

An effective leader must be able to communicate and engage with team members, show sympathy with everyone, and expand the circle of communication with them outside the workplace, such as sharing their joys and sorrows and keeping their personal secrets (Dilts, 2009, p. 11)

Researchers' perceptions of effective leadership differ due to a number of reasons that have made this topic complex and intertwined, such as the preference for one leadership style over another. In addition to the changes that have recently accompanied institutions, especially with regard to management and administration methods, some researchers believe that setting a strategy, outlining goals, and then achieving them may express effective leadership. Others argue that being able to manage conflicts expresses effective leadership. Meanwhile,

some contend that leadership effectiveness extends beyond these aspects to include creativity that fosters organizational development.

Researchers, through numerous studies on leadership, have attempted to link effective leadership with achieving organizational goals, making the two concepts closely intertwined. This connection is evident in the success achieved by this leadership. However, the leader worthy of the name is the one who achieves the organization's goals as well as the goals of the members he is responsible for by meeting their needs and satisfying their desires. Success does not solely come from the leader but is the result of collective efforts.

For a leader, managing human resources is one of the most difficult tasks they perform, given the diversity of personalities within the group and the differences in their values and principles. This challenge is especially pronounced when there are generational gaps or significant differences in educational levels. The emergence of conflicts and disputes between members is normal, unless it affects the smooth running of tasks. The leader's intervention in resolving conflicts based on differences in values and opinions must be organized and systematic, demonstrating their competence and authority so that they can control the situation and avoid undesirable behaviors from disruptive individuals.

Numerous studies have addressed the issue of conflicts within institutions in general, and others have focused on the issue of conflict between values, such as the study conducted by Didier Noyé in 2018 on conflict management and confrontation, as well as the study by Glenda R. Elliott on the conflict of values and ethics between members. Additionally, Eneken Titov and her colleagues, in their 2018 study, argued that value conflicts within an organization serve as an indicator of existing organizational values.

The results of Eneken Titov and her colleagues' study revealed that a high number of non-constructive conflicts can destroy an organization. Therefore, effective leadership is characterized by the ability to transform conflicts into constructive and productive ones that contribute to organizational development (Titov and al, 2018, p. 28). That is, the effectiveness of the leader is manifested by transforming the conflict to serve the interests of the institution. However, the leader must ensure that the interests and needs of all parties are taken into account. The leader may also succeed in preventing the conflict before it occurs if common values are identified, as this reduces the possibility of conflict between values and can be considered a preventive strategy in conflict management. Researchers acknowledge that despite the availability of studies covering leadership behavior and conflict, it is too early to confirm the nature and type of relationship linking

them. They also indicate that leadership behavior contributes significantly to achieving success.

Diane Girard indicates that value conflicts arise when the actions that can be taken and implemented clash with the values that differ between individuals and the organization. This conflict of values can be a source of anxiety and frustration or a cause of dissatisfaction for individuals, which may contribute to increased tension and conflict (Girard, 2009, pp. 134-135)

This can negatively impact work quality and relationships among individuals and may create psychological problems for individuals. Therefore, avoiding value conflict is not easy because it is inherent in organizational life.(Kouzakova and al, 2012, pp. 798-807) It is a natural result of interaction within the institution, so it must be dealt with in an appropriate manner to mitigate its severity, a responsibility that largely falls on the leader and their leadership behavior. The leader should strive to bridge differences in values to expand the scope of shared values, as a greater divergence in values increases the likelihood of conflicts.

4. The methodological framework of the study

4.1. Limitations of the study

- Spatial boundaries: The location where this study was conducted includes all the places or institutions relevant to the study. The current study was conducted within the polyethylene production complex of Sonatrach, located in the industrial zone of Skikda (Algeria).
- Human limitations: Given the pedagogical specificity of our research and its relation to leadership, the study included some team and group leaders within the institution under study.
- Time frame: This refers to the period of time required to conduct the study. We visited the institution several times over a period of three months, from May 7 to August 12, 2024

4.2. Methodology: Given the subject of the study, which aims to understand the impact of leadership behavior on organizational conflict management, the case study method was employed. This approach is one of the most widely used in the social sciences. It is a flexible method for collecting information about the problem, classifying it, analyzing it, and subjecting it to careful study. This method also provides data and facts about the problem under investigation.

4.3. Sample: It represents a subset of the original community concerned with the research, embodying its common characteristics. This makes it a useful alternative to studying the entire group, especially when it's challenging or impractical to

include everyone. In this particular study, thirty-two (32) leaders were randomly chosen as the sample.

4.4. Data collection Tools:

The interview: This technique was used due to its flexibility and the increased comfort of the respondent. It allows the interviewee to elaborate on their experience as a leader and express their deeper thoughts and ideas.

The interview is defined as "the basic method for removing any ambiguity, as it enables identification of the basic aspects of the topic for research. (Gautier, 2003, p. 293).

We chose to conduct interviews with the sample individuals to gather rich data and information. This was done to perform a qualitative analysis that reveals the details of the representations held by the leaders within the complex.

The interviews were conducted directly with the leaders and covered three main topics. The first axis was defined as demographic data, while the second axis included the extent to which task-oriented leadership behavior contributes to resolving conflicts between different departments and interests. The third axis was included to reflect the contribution of individual-focused leadership behavior to eliminating conflicts between individuals.

The questions were standardized since the sample consisted of leaders working in the maintenance department. However, at times, some respondents deviated from the topic. Despite this, we were able to manage the situation easily, especially since most of the questions were targeted and closed-ended.

Observation (simple observation): It helps verify some answers and clarify ambiguous data in most cases. Simple observation was used, as the researcher inspected some workshops to listen to the exchanges between leaders and members. Additionally, the researcher attended some meetings between the members and the leader to understand the leader's behavior when dealing with the group, as well as the members' reactions and how they interacted with each other. Observation made it easier for us to interpret and explain some of the answers included in the interview guide.

This gave us the opportunity to observe their gestures, facial expressions, and conversations. These simple observations enabled us to conduct some analysis of their responses and contributed to the interpretation and discussion of the results.

5. Presentation and analysis of data and discussion of results

5.1. Presentation and analysis of data and discussion of results in light of the demographic characteristics of the study sample:

Leadership Behavior And Conflict Management On The Organization

Before any researcher begins asking questions, it's crucial to understand certain characteristics of the study sample, because this may help them greatly in analyzing the data and interpreting the results. It also allows them to know with whom they are dealing. Key characteristics to be aware of include age, education level, marital status, tenure within the organization, job level, and gender.

Table 01: The first axis: Demographic Characteristics of the Sample

Education Level	75.00% with university degree, 18.75% with Secondary education, 6.25% with middle school education
Tenure in the Organization	9.37% with 5-10 years, 65.63% with 10-15 years, 25.0% with 15-20 years.
Age	9.37% individuals under 30 years, 71.88% individuals between 30-40 years, 15.63% individuals between 40-50 years, 3.12% individual over 50 years
Gender	78.12% males, 11.88% females
Marital Status	81.25% Married 9.38 % Single 6.25% Divorced 3.12% Widowed

Source: Prepared by the researcher based on the data

From the table, it is evident that the majority of the sample members are married, with a total of 26 individuals. The most members were married (n=26), potentially reflecting stable employment security", considering that most members have more than five years of experience within the complex. Regarding the gender distribution of the respondents, most of them were males, numbering twenty-five (25) individuals, compared to seven (07) females. Regarding age, most of the sample members are young, with 26 individuals under the age of 40. This is a result of the employment policy adopted by Sonatrach in the past few years, which focused on hiring younger individuals, particularly recent university graduates. This approach is due to the retirement of many workers upon reaching retirement age. Regarding tenure, it was found that 21 individuals have between 10 and 15 years of experience, while 8 individuals have between 15 and 20 years of experience. There are 3 individuals with tenure ranging from 5 to 10 years. No cases were recorded with less than 5 years of tenure within the organization.

Finally, the results showed that most of the respondents had a university degree, with their number totaling twenty-four individuals, compared to only six individuals with a secondary level and two individuals with a middle school level of education. This is evidence that the current trend of Sonatrach and its branches is to employ highly qualified candidates with university degrees.

5.2. Presentation and Analysis of Data in Light of Study Hypotheses

The hypotheses put forward by the researcher remain mere unconfirmed probabilities until they are confirmed in the field. Based on the theoretical framework of the study, hypotheses were constructed and broken down into various indicators to assess their empirical validity. By employing statistical methods to analyze the data relevant to these hypotheses, we will discuss the results as follows:

Presentation and analysis of data and discussion of results in light of the first hypothesis:

“Task-oriented leadership behavior helps resolve conflicts between different teams and departments.”

Table 02: Results in light of the first hypothesis

The second axis (the first hypothesis) :Does Task-oriented leadership behavior helps resolve conflicts between different teams and departments?	Yes	No
Does the leader allow members freedom to perform tasks and make decisions?	65.63%	34.37%
Do conflicts occur between the group you belong to and other groups?	71.88%	28.12%
Is organizational conflict between teams and groups a normal occurrence?	93.75%	06.25%
Does the leader take responsibility for resolving conflicts between their group and other groups?	53.13%	46.87%
Does the leader ignore conflicts between groups and pay no attention to them?	43.75%	56.25%
Does the leader support members during conflicts with parties not under their authority?	71.88%	28.12%
Does the leader use formal communication to resolve organizational conflicts with other parties?	93.75%	06.25%
Does the leader strive to curb conflicts early to prevent escalation?	90.63%	09.37%
Does the leader allow opinions to be expressed to resolve organizational conflicts when they occur with another department?	65.63%	34.37%
Does the behavior adopted by the leader facilitate the management of organizational conflicts with others?	59.37%	40.63%
Does the leader's behavior contribute to resolving conflicts between different groups and departments?	62.50%	37.50%

Source: Prepared by the researcher based on the data

The findings indicate that a majority of respondents (65.63%) believe that the leader allows members the freedom to perform their tasks, while 34.37% said

that the leader is the one who determines how to work. This is due to the fact that some tasks require consultation and discussion between the leader and his members in order to make the right decisions. Additionally, the lack of experience and incompetence of some leaders pushes them to involve members in making decisions. On the other hand, some decisions may be repeated constantly, so the leader may see that it is not necessary to involve members, or the matter may be urgent and does not accept postponement or waiting. In such cases, the leader gives instructions directly to members for implementation. There may also be some secret matters that the management does not allow the leader to disclose to members.

Most respondents confirmed the existence of organizational conflicts between their group and other groups, with 71.88% affirming this. These conflicts are attributed to differences in opinions, ideas, personality, and goals. In contrast, 28.12% denied the existence of conflicts between groups. The majority of the sample view conflicts between teams and groups as a natural occurrence, with 93.75% acknowledging this. It is evident that conflicts may arise from comments made by members, stubbornness in opinions or ideas, and misunderstandings, which are often influenced by socialization factors.

As for the leader's responsibility in resolving and settling conflicts between groups, 53.13% of respondents confirmed that the leader actively supports and assists members in completing tasks. This involvement helps build strong social relationships based on honesty and openness, contributing to the group's success and advancing the institution. In contrast, 46.87% of respondents believe the leader does not take responsibility for resolving conflicts between groups.

A related question was posed about whether the leader pays attention to or ignores conflicts between groups. The findings revealed that 53.13% of respondents believe the leader does pay attention to these conflicts, while 46.87% disagree. This does not necessarily mean the leader is indifferent; rather, it may indicate that the leader prefers to allow members the freedom to find solutions independently and intervenes only occasionally, or perhaps he trusts his members and is confident that they can resolve the conflict.

As for the leader's support of members during an organizational conflict with a party not under his authority, the results showed that the leader intervenes and supports the members of his group, as 71.88% expressed this, demonstrating the leader's commitment to backing the members, boosting their confidence, motivation, and sense of security. Conversely, 28.12% of the sample believe that the leader does not offer such support. This might be because some conflicts are personal and have nothing to do with accomplishing tasks, as the leader believes

that some people tend to engage in informal groups. As different groups interact while performing tasks, personal conflicts may arise. Knowing this, the leader may choose not to intervene. On the other hand, the leader leaves individuals the freedom to find solutions and manage the conflict, so he stands from afar and watches until the conflict reaches an advanced stage that individuals cannot manage and resolve.

In another context related to the use of formal communication in resolving conflicts, 93.75% of respondents confirmed that the leader uses formal communication to address organizational conflicts with other parties. A small percentage disagreed, believing that the leader resorts to informal communication, particularly relying on personal relationships. The reason is due to the fact that leaders seek protection during decision-making and oblige their group members to do so, as long as the conflict falls within the framework of work. Leaders typically avoid temporary or superficial solutions when addressing such issues.

While the majority of the respondents, 90.63%, confirm that the leader is keen to curb conflicts at their early stages to avoid escalation, a small percentage believe that the leader does not care about the increase in the frequency of conflicts between groups. This is often due to the leadership style and personality of the leader, as the leader usually seeks to achieve results and is aware that conflicts increase in intensity with time. If they reach a critical stage, they can become an obstacle to reaching the organization's goals.

Regarding the leader's involvement in listening to team members' opinions to resolve conflicts, the majority of the sample, 65.63%, agreed that the leader allows them to express their views. On the other hand, 34.37% believe that the leader does not consult them in resolving organizational conflicts. This confirms that the behavior adopted by the leader facilitates the process of managing conflicts with others, as 59.37% of the sample members acknowledged this. On the contrary, a group of 40.63% confirmed that the behavior of their leaders does not facilitate the process of managing conflicts with other teams and groups. Through these results, it can be said that most leaders within the complex adopt the style of participation and consultation, and some of them even leave the freedom for their teams to make some decisions related to performing tasks. As for the leaders who do not involve their team members in decision-making, they may prefer an authoritarian leadership style or believe that certain decisions require urgency and initiative, making consultation difficult. Some leaders justified this by saying that most of them have extensive experience and have encountered similar situations before.

Leadership Behavior And Conflict Management On The Organization

The answer to the question related to the contribution of the leadership behavior in resolving organizational conflicts between different groups and departments confirmed that leadership behavior has a significant contribution in resolving conflicts, as expressed by 62.50%. The truth is that behavior is linked to the personality of the leader and his leadership and relational attributes. A successful leader can distinguish when intervention in conflict resolution is appropriate and knows the right time to involve and consult their team members in decision-making regarding conflict resolution. However, 37.50% of the respondents believe that leadership behavior has a limited role in resolving conflicts, and they believe that resolving organizational conflict requires referring to the laws and regulations of the institution. This type of leader often works in administrative jobs such as finance, human resources management, etc.

5.3. Presentation and Analysis of Data and Discussion of Results in Light of the Second Hypothesis:

"Leadership behavior directed at individuals contributes to resolving conflicts between members"

Table 03: results in light of the second hypothesis

The third axis (the second hypothesis): "Leadership behavior directed at individuals contributes to resolving conflicts between members."	Yes	No
Is there a lack of warmth in the relationships between the leader and the members?	43.75%	56.25%
Does the leader give importance to teamwork?	56.25%	43.75%
Does a high frequency of organizational conflicts affect the relationship with the leader?	62.50%	37.50%
Does the leader encourage dialogue and the expression of opinions?	56.25%	43.75%
Does the leader encourage and support initiative?	56.25%	43.75%
Does the leader back down from a decision when he thinks he is wrong?	78.12%	21.88%
Has the leader treated you inappropriately before?	40.63%	59.37%
Does the leader apply the law to bring the conflicting parties into compliance?	43.75%	56.25%
Does the leader communicate with members on a regular basis?	84.37%	15.63%
Does leadership behavior contribute to eliminating organizational conflict among members?	87.50%	12.50%

Source: Prepared by the researcher based on the data

We have concluded from the results that most of the respondents confirm that the relationships prevailing in their groups are good, as 56.25% acknowledged this. Providing a suitable work environment for workers is a fundamental factor in strengthening the relationship between leaders and workers, which contributes to developing trust and serves as a motivation to increase performance, improve, and develop relationships. This, in turn, affects the

relationships existing between members, whether social or professional, which increases cohesion and cooperation. Conversely, less than half (43.75%) reported interpersonal tensions, attributing this to some tensions among members. Overall, the relationships are considered good due to the absence of conflicts, especially given that most members are young and hold university degrees, indicating a lack of generational conflict in particular.

As for the leader's interest in teamwork, most of the sample members, 56.25%, confirmed this. The intelligent and distinguished leader knows the importance of teamwork, which usually yields good results, in addition to developing the values of cooperation and solidarity among members, which improves relations between them and increases their integration. Conversely, 43.75% believe that the leader does not give importance to teamwork, focusing more on results. We can consider these results negative for the organization, and this may be due to the lack of sufficient encouragement for teamwork. Additionally, the organization's goals and the leaders' goals may not overlap significantly.

The results also showed that frequent conflicts affect the relationship between individuals and the leader, with approximately two-thirds (62.50%) acknowledging this. In reality, not all conflicts are destructive; some can benefit the organization, especially when they involve presenting new ideas that help solve problems faced by the group. However, the stubbornness of some leaders, their refusal to accept new ideas and their opposition to innovation can lead to conflict, causing individuals to be intolerant of their leader's presence or ideas. Some also believe that the burden of the role creates conflicts between the individual and the leader. In contrast, 37.50% of those who believe that conflict with the leader does not destabilize the relationship between them, which is represented in a work relationship between a subordinate and his boss, said that the matter is often related to the existence of a difference in opinions, ideas, and personality. It is believed that most conflicts, if they exist, are not necessarily destructive but can be positive and benefit the group.

On the other hand, most respondents acknowledge that the leader encourages dialogue and expression of opinions, with 56.25% agreeing with this. Similarly, 56.25% also affirm that the leader supports and encourages initiatives. This indicates that most leaders share decisions with their members, develop plans, and implement them. This is a hallmark of successful leaders who engage their teams directly, focusing on management and results rather than strictly adhering to rules and regulations. As for the rest of the respondents, whose percentage represents 43.75%, they see the opposite: leaders do not care about dialogue and member

participation but rather give orders and wait for good results to be achieved. This type of leader sees themselves as confident and inspiring, as they convey their vision with enthusiasm and conviction and often use the formal style in their dealings. They believe that this is the effective and best style for all situations.

On the other hand, the analyses showed that most leaders back down from some wrong decisions, as 78.12% admitted that the leader retracts a decision he had made when he thinks he is wrong. Retracting incorrect decisions is not a sign of weakness or lack of experience but rather an indication of the leader's humility and maturity to avoid conflict with their team members. This approach positively impacts the group as a whole, fostering mutual respect and appreciation. In contrast, 21.88% of respondents believe that leaders do not retract their decisions even when they are wrong. This behavior is attributed to the leader's personality and the desire to display authority and strength before their team, which can lead to conflicts with members—particularly those who feel wronged or oppressed by the decision. An example of this is the leader's inappropriate treatment of members, which was confirmed by 40.63%, and may cause rifts between the leader and his members. However, the majority (59.37%) denied such experiences, indicating that most interactions with leaders are respectful. Given the positive reputation of the complex within the Sonatrach Company, employees strive to embody the organizational values and norms. This inappropriate behavior of the leader towards a member or group of members may be a reaction caused by a word uttered by one of the members, or it may be due to the stubbornness of one of the individuals in their opinion or idea, as leaders, like any human, experience a range of emotions—joy, anger, calm, and frustration.

Regarding the leader's handling of conflicting individuals, most respondents (56.25%) indicate that the leader does not resort to legal measures. Talking about the law here means discussing the penalties included in the institution's regulations. Conflict increases in intensity, starting from verbal clashes to physical altercations, all of which are mistakes and transgressions for which a person is punished according to the severity of the mistake, potentially even leading to dismissal from the organization. Therefore, the leader may hesitate to apply legal consequences to avoid disrupting families, especially if a member did not intend to engage in conflict but was forced into it. The leader may also see that he can control the situation easily and is able to manage the conflict effectively. Meanwhile, 43.75% of respondents agree that the leader resorts to legal measures for all parties involved in a dispute. This type of leader is often disliked by workers and sometimes even by management. However, some leaders believe that certain members, who were previously handled with leniency, did not

respond positively, necessitating a firmer and stricter approach. The truth is that sometimes we have to deal firmly with some workers, as applying the law to them does not mean harming them but rather uprooting some of the causes of the conflict and deterring inappropriate behavior. Thus, punishing this worker serves as a lesson to others and applying the law within the institution is similar to applying Sharia in an Islamic society.

The results also showed that the leader communicates with the members continuously, as 84.37% of the respondents confirmed this. This is beneficial for the group, as friendships may arise between the members and the leader, creating a positive work environment. This approach can be particularly useful in situations where the team's morale is low or shattered, as it can help boost motivation, engage members in setting goals, and find solutions to problems and conflicts. It also emphasizes the development of members' skills and encourages their growth and advancement in their roles. However, this feature can be ineffective in situations that require making difficult and quick decisions, as it gives priority to focusing on results and developing the work. The leader often avoids conflict and difficult conversations.

On the other hand, most of the sample members, at a rate of 87.50%, confirmed that leadership behavior contributes to eliminating organizational conflict between members. Conflicts that may arise within the team are likely to lead to the formation of negative relationships between members, causing fragmentation and disunity within the group. This, of course, does not serve the goals of the institution that the leader aspires to achieve. Therefore, the leader must adopt a leadership behavior that works to resolve the conflict at its beginning. The leadership behavior adopted varies depending on the circumstances faced by the institution. Sometimes, the leader must be assertive and authoritarian, adhering to the principle of "do as I say," especially in crisis situations where immediate and decisive action is essential. At other times, the leader must exhibit authoritative behavior, particularly when enforcing laws against non-compliant and negligent members. The leader may also display behavior characterized by flexibility and emotion in order to enhance trust and cooperation within the group. Sometimes, the leader adopts a behavior of motivation and encouragement, especially when performing difficult or urgent tasks, because he knows that such tasks are tiring and lead to fatigue and stress. By boosting the team's morale and encouraging swift, accurate, and efficient work, the leader demonstrates support and appreciation for their efforts.

5.4. Discussion of results in light of similar studies:

In light of the results of the current study, after applying them to the institution under study, which demonstrated their validity according to qualitative data analysis and the associated processing, the results proved the similarity and divergence of similar studies on important issues, which can be highlighted as follows:

- Leadership behavior is expressed through leaders' attempts to maintain standards for improving performance toward others, which confirms leaders' keenness to provide encouragement and motivation to workers, thereby increasing their research skills and problem-solving abilities.
- The current study and similar studies agree on the need to create a suitable work environment in order to achieve goals, as this affects the psychological, relational, and functional aspects of workers in general, which causes imbalances in management and results in general.
- Frequent conflicts and tensions in teamwork require leaders to intervene to contain tensions by focusing on analyzing the causes of disagreements and reaching effective solutions. This demonstrates the leader's ability to solve problems through understanding and supporting members and assisting them in accomplishing tasks. This contributes to establishing good social relationships among them based on honesty and openness, which increases the success of the group and pushes the institution towards achieving its goals.
- We conclude that the field institutions on which the studies were conducted seek to instill organizational values in workers and emphasize the importance of their effectiveness, which proves the value of preserving human capital, which determines the progress or decline of any institution.
- Similar studies have contributed to a deeper understanding of both variables, as reflected in the analysis and discussion of the results.
- The most notable difference between similar studies and the current study is the field aspect of our study, as it carries the specificity of Arab Islamic institutions, which are governed by a culture that differs from non-Islamic institutions.
- In addition to the level of correlation between the variables, one study relied on the variable of leadership behavior, while another included the dependent variable, organizational conflict management.

6. Overall Result of the Study:

Based on the presentation and interpretation of the data and discussion of the results reached in light of the sample characteristics and the study hypotheses,

the validity of the sub-hypotheses was verified. Thus, the main hypothesis can be proven: "Leadership behavior contributes to managing organizational conflict." Therefore, the central question, "What is the role of leadership behavior in managing organizational conflicts?" has been answered. It can be said that the organization under study has many competent leaders who are actively working to develop the institution and manage their teams with confidence and harmony.

We are sure that there are many studies that sought to research the impact of individual-focused leadership behavior in conflict management, but the current study sought to highlight the impact of task-oriented leadership behavior in resolving conflicts between different departments and teams, as well as the impact of individual-focused leadership behavior in eliminating conflict. We believe that this study is important and timely, especially in light of the escalation of conflicts between different departments and teams within the organization under study. Perhaps the most effective way to resolve conflict between individuals is to own their hearts, and this can only be done through good treatment and kind words, and this is what l'islam commands us to do.

Hence, we emphasize that the most effective way to resolve conflicts requires patience and good treatment, not the threat of expulsion or sanctions against individuals, which only increases hatred and weakens the productivity of individuals and teams.

7. Conclusion:

Organizational conflict is a natural and inevitable aspect of institutions. Therefore, leaders must effectively manage and channel these conflicts in ways that serve the interests and goals of their teams. The inability to manage and control conflict can have negative effects. A perceptive leader should leverage and optimize conditions and resources to achieve positive outcomes through distinguished leadership behavior. Conflict management is not an easy task because it requires time and experience. It is a responsibility that the leader undertakes in addition to their other administrative and managerial functions. They must build good social relationships with their members and have the ability to persuade and communicate. For instance, leaders may adopt an authoritative approach in some cases, a democratic approach in others, and consult with or involve team members in decision-making when appropriate. At times, they may display a more empathetic and supportive demeanor to foster a positive work environment. When faced with challenging tasks, leaders encourage and motivate their team members. All these behaviors reflect the characteristics of a successful

leader capable of managing conflict and transforming it into a positive force that serves the team's objectives and, consequently, the institution's goals.

Bibliography List

- Abid, Taous, (2023), Commitment to the social responsibility of the economic enterprise as a mechanism for strengthening the value system- A field study on the oil refinery complex - SonatrachSkikda - Algeria, Management & Economics Research Journal, Vol 05, N° 02, Algeria, p-p (112-130).
- Afzalure,Rahim, (2011), Managingconflict in organizations, transaction publishers, fourthedition, USA.
- Aldawood, Ahme and Christian, Bach, (2014), Major traits and qualities of leadership, international journal of innovation and scientific journal, Vol 03, N° 01.
- Chaqib Khan, Muhammad and al, (2015), The style of leadership; a critical review, public policy and administration research, Vol 05, N° 03.
- Chaudhary, Shalini and Arora, Nitin, (2023), Turning Conflict into Collaboration: The Power of Constructive Conflict Management for Your Team, Journal of population therapeutics & clinical pharmacology, 30(15), p-p (e55-e66). DOI: [10.47750/jptcp.2023.30.15.006](https://doi.org/10.47750/jptcp.2023.30.15.006)
- Dilts, Robert, traduction parCarrat. C, (2009), Leadership visionnaire ;tools and skills to successfully implement change through NLP, 1^{ère}édition, de Boeck, Belgique.
- Gautier, Benoît, (2003), Social research from problem to data collection, University of Quebec Press, Canada.
- Girard. Diane, (2009), Conflits de valeurs et souffrance au travail, revue de l'éthique publique, Vol 11, N° 02.<https://orcid.org/0000-0002-5501-4122>
- Hui, Harry and all, (2007), The effects of service climate and the effective leadership behavior of supervisors on frontlineemployee service quality: A multi-levelanalysis, Journal of Occupational and Organizational Psychology, 80 (01). DOI: [10.1348/096317905X89391](https://doi.org/10.1348/096317905X89391)
- Jenster. N. P, (2009), Leadership Impact on Motivation, Cohesiveness and Effectiveness in Virtual Teams, A Thesis submitted of the requirements of the degree of Doctor of Business Administration, Grenoble Ecole de Management, France.
- Kharadze, Natalia and Gulua, Ekatrine, (2023), OrganizationalConflict Management Challenges, EuropeanJournal of Marketing and Economics, Volume 6, Issue 2. DOI: [10.2478/ejme-2023-0016](https://doi.org/10.2478/ejme-2023-0016)
- Kinicki, Angeloand Williams, Brian, (2018), Management – A Practical Introduction, (8th edition); New York: McGraw-Hill.
- Kouzakova, Marina and al, (2012), The Implications of Value Conflict: How Disagreement on Values Affects Self-Involvement and Perceived Common Ground,[Personality and Social Psychology Bulletin](https://doi.org/10.1177/0146167211436320), 38 (6), p (798-807) DOI:[10.1177/0146167211436320](https://doi.org/10.1177/0146167211436320)
- Minov, Nina andMaric, Miha, (2024),Leadership challenges in conflict management in organizations, [International Journal of Economic Practice and Policy](https://doi.org/10.5937/skolbiz2-49500), 20 (02), p-p 107-121.DOI:[10.5937/skolbiz2-49500](https://doi.org/10.5937/skolbiz2-49500)
- Nguyem, Hai Nam andSherief, Mohamed, (2011), Leadership behaviors, organizational culture and knowledge management practices: An empirical investigation, Journal of Management Developpemnt, 30(02), p-p (206-221). DOI:[10.1108/02621711111105786](https://doi.org/10.1108/02621711111105786)

- Raymond, Bergner, (2011), What is Behavior ? and So What ?, *New Ideas in Psychology*, Elsevier Ltd, Vol 29, p (147-155))
<https://doi.org/10.1016/j.newideapsych.2010.08.001>
- Robbins, Stephen and Judge, Timothy, (2013), organizational behaviour, 15th edition, Pearson, USA.
- Robertson, Ivan and al, (2002), organizational effectiveness: the role of psychology, John Wiley & Sons, Ltd, UK.
- Titov, Enken and al, (2018), Conflict in organization: indicator for organizational values, Intech Open.
- Van der Hoek, Marieke and al, (2021), Leadership Behavior Repertoire: An Exploratory Study of the Concept and Its Potential for Understanding Leadership in Public Organizations, *Perspectives on Public Management and Governance*, Vol 4, N°4, p (1-16)) DOI: [10.1093/ppmgov/gvab022](https://doi.org/10.1093/ppmgov/gvab022)
- Van Dierendonck, Drik and al, (2004), Leadership Behavior and Subordinate Well-Being, *Journal of Occupational Health Psychology*, Vol 09, N° 02, p (165-175), DOI: [10.1037/1076-8998.9.2.165](https://doi.org/10.1037/1076-8998.9.2.165)
- Youk, Gary, 2012, Effective Leadership Behavior: What We Know and What Questions Need More Attention, *Academy of Management Perspectives*, 26(04), p-p 66-85. DOI: [10.5465/amp.2012.0088](https://doi.org/10.5465/amp.2012.0088)
- Yukl, Gary, (2013), leadership in organizational, eighth edition, Pearson.