

A Conceptual Framework for Examining the Impact of Conflict Management Styles on Job Satisfaction: The Mediating Roles of Organizational Climate and Leadership Support

¹ Ahmad Salem D Alsaedi , ² Ibrahim Ali Jumaan 

^{1,2}School of Business & Management, Lincoln University College, Malaysia

*Corresponding Author: Asds2570@gmail.com

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Abstract

Workplace conflict is an inevitable feature of organizational life, and the manner in which it is managed has significant implications for employee attitudes and organizational functioning. This paper develops a conceptual framework to examine the impact of conflict management styles on job satisfaction, with particular emphasis on the mediating roles of organizational climate and leadership support. Drawing on established theories in conflict management, organizational behavior, and leadership, the study argues that conflict management styles do not influence job satisfaction in isolation but operate through broader contextual and relational mechanisms. Organizational climate is conceptualized as a shared perceptual environment that shapes how conflict management practices are interpreted, while leadership support is viewed as a relational resource that influences employees' emotional and cognitive responses to conflict. By integrating these constructs into a single explanatory model, the paper addresses fragmentation in existing research and offers a coherent theoretical foundation for understanding employee satisfaction in conflict-prone environments. The proposed framework provides clear propositions that can guide future empirical research and inform organizational practice. Overall, the study contributes to the literature by advancing a multidimensional perspective on conflict management and job satisfaction.

Keywords:

Conflict management styles;
Job satisfaction;
Organizational climate;
Leadership support;
Conceptual framework.

1. Introduction

Workplace conflict is an inherent and recurring feature of organizational life, emerging from differences in goals, values, expectations, and interpersonal relationships among employees and leaders. As organizations become more complex and interdependent, the frequency and intensity of workplace conflict have increased, making conflict management a critical managerial responsibility. Conflict management styles represent systematic behavioral patterns that individuals and leaders adopt to handle disagreements, and these styles shape how conflict is experienced and resolved. Al Kabbani et al. (2025) emphasize that conflict management styles extend beyond short-term dispute resolution and function as strategic mechanisms that influence organizational dynamics and employee perceptions. When conflict is managed through collaborative and integrative approaches, it can promote trust, openness, and constructive dialogue. Conversely, dominating or avoiding approaches may exacerbate tension, suppress communication, and foster dissatisfaction. Shabani et al. (2022) demonstrate that inappropriate conflict management styles can negatively influence organizational outcomes by shaping unfavorable employee attitudes. These insights highlight the

importance of examining conflict management as a central organizational process rather than a peripheral interpersonal issue.

Job satisfaction is widely recognized as a fundamental attitudinal outcome that reflects employees' overall evaluation of their work experiences and organizational environment. High levels of job satisfaction are associated with enhanced motivation, commitment, performance, and psychological well-being, whereas dissatisfaction can lead to withdrawal behaviors and reduced effectiveness. Maniendaran et al. (2025) argue that the way conflict is managed in the workplace plays a decisive role in shaping employees' satisfaction, particularly in contexts characterized by frequent interaction and coordination. Employees interpret conflict management behaviors as signals of organizational values, justice, and respect. Organizational climate further shapes these interpretations by representing shared perceptions of policies, practices, and relational norms within the organization. Ehrhart et al. (2025) explain that organizational climate serves as a contextual lens through which employees evaluate managerial actions and interpersonal experiences. A supportive and positive climate can mitigate the negative emotional effects of conflict and reinforce job satisfaction. In contrast, a hostile or ambiguous climate may amplify dissatisfaction even when conflict is addressed. These dynamics suggest that organizational climate is a critical mechanism linking conflict management styles to job satisfaction.

Leadership support constitutes another key mechanism through which conflict management styles influence employee attitudes and workplace experiences. Supportive leadership behaviors signal concern, accessibility, and fairness, shaping how employees emotionally and cognitively respond to challenging interpersonal situations. Zhao et al. (2024) show that perceived leadership support is strongly associated with higher levels of job satisfaction, particularly in demanding and people-intensive work environments. When employees perceive leaders as supportive, they are more likely to interpret conflict management practices as fair and constructive. Umar et al. (2024) suggest that the relationship between conflict management styles and job satisfaction is rarely direct and is often mediated by employees' perceptions of support and organizational conditions. Despite this recognition, existing studies frequently examine organizational climate and leadership support separately, resulting in fragmented theoretical explanations. Addressing this gap, the present paper develops a conceptual framework that integrates conflict management styles, organizational climate, and leadership support to explain variations in job satisfaction. By adopting a theory-driven approach, this study aims to clarify the mechanisms through which conflict management practices shape employee attitudes and to provide a foundation for future empirical research.

2. Theoretical Foundations

2.1 Conflict Management Theory in Organizations

Conflict management theory in organizational contexts emphasizes that conflict is a natural and unavoidable outcome of interaction among individuals with diverse roles, interests, and perspectives. Rather than viewing conflict as inherently negative, contemporary theories argue that its consequences depend largely on how it is managed. Conflict management styles describe the patterned behavioral strategies individuals use to address disagreements, commonly categorized into integrating, obliging, dominating, avoiding, and compromising approaches. Al Kabbani et al. (2025)

conceptualize conflict management styles as strategic organizational behaviors that influence communication quality, trust, and perceptions of fairness within the workplace. From this perspective, conflict management theory suggests that constructive styles, such as integrating and compromising, can transform conflict into an opportunity for learning and improvement. In contrast, destructive styles may escalate tension and damage interpersonal relationships. Shabani et al. (2022) further explain that conflict management styles shape employees' emotional and cognitive responses to conflict situations, thereby influencing broader organizational outcomes. Saikrishna et al. (2025) add that conflict management should be understood configurationally, as individuals often combine multiple styles depending on context. Together, these theoretical insights position conflict management as a dynamic organizational process that plays a central role in shaping employee attitudes and experiences at work.

2.2 Organizational Climate Theory

Organizational climate theory focuses on employees' shared perceptions of organizational policies, practices, procedures, and interpersonal norms, which collectively shape behavior and attitudes within the workplace. Unlike organizational culture, which reflects deeper values and assumptions, organizational climate captures employees' day-to-day experiences and interpretations of how the organization functions. Ehrhart et al. (2025) describe organizational climate as a perceptual framework that guides how employees make sense of managerial actions and social interactions. According to this theory, employees do not respond directly to objective organizational practices but to their perceptions of those practices. Wang et al. (2023) argue that organizational climate plays a critical role in shaping employee attitudes by influencing feelings of support, fairness, and psychological safety. In conflict situations, climate determines whether employees perceive conflict management behaviors as constructive or threatening. Hussainy et al. (2022) further suggest that organizational climate can either buffer or amplify the negative effects of workplace stressors, including interpersonal conflict. When the climate is supportive and transparent, employees are more likely to interpret conflict as manageable and fair. Thus, organizational climate theory provides a strong foundation for understanding how conflict management styles translate into attitudinal outcomes such as job satisfaction.

2.3 Leadership Support and Social Exchange Theory

Leadership support is grounded in social exchange theory, which posits that relationships within organizations are governed by reciprocal exchanges of resources, support, and obligations. Social exchange theory suggests that when employees perceive their leaders as supportive and fair, they feel obligated to reciprocate through positive attitudes and behaviors. Zhao et al. (2024) explain that leadership support signals recognition, concern, and respect, which strengthen employees' sense of belonging and value within the organization. From a social exchange perspective, conflict management practices adopted by leaders are interpreted as indicators of relational intent. Nguyen et al. (2022) argue that supportive leadership fosters trust and reduces uncertainty, particularly during challenging interpersonal situations. When leaders actively support employees during conflict, employees are more likely to perceive conflict management as fair and constructive. Barasa et al. (2025) further demonstrate that leadership support enhances employee satisfaction by reinforcing perceptions of justice and care. Social exchange theory therefore explains why leadership

support functions as a critical mechanism linking managerial practices, such as conflict management styles, to employee attitudinal outcomes.

2.4 Job Satisfaction Theories

Job satisfaction theories seek to explain how employees evaluate their work experiences and why they develop positive or negative attitudes toward their jobs. Classic theories, such as Herzberg's two-factor theory, distinguish between hygiene factors and motivators as key determinants of satisfaction. Miah et al. (2022) explain that job satisfaction is influenced not only by extrinsic conditions but also by intrinsic and relational factors within the workplace. Contemporary perspectives extend this view by emphasizing the role of social interactions, leadership behaviors, and organizational context. Montuori et al. (2022) highlight that employees' satisfaction reflects a cognitive and emotional appraisal of their daily work experiences. From this standpoint, conflict management practices directly shape satisfaction by influencing stress levels, perceived fairness, and interpersonal harmony. BELLA et al. (2023) further argue that workplace relationships play a central role in determining job satisfaction, particularly in environments characterized by frequent interaction. These theoretical perspectives suggest that job satisfaction is a multifaceted construct shaped by both managerial practices and organizational conditions. Accordingly, job satisfaction theories provide a critical foundation for examining how conflict management styles, organizational climate, and leadership support jointly influence employee attitudes.

3. Hypothesis Development

3.1 Conflict Management Styles and Job Satisfaction

Conflict management styles are widely recognized as influential determinants of how employees evaluate their work experiences and overall job satisfaction. The way conflict is handled by managers and colleagues sends strong signals regarding fairness, respect, and organizational values, which directly shape employees' emotional responses to their jobs. Al Kabbani et al. (2025) argue that constructive conflict management styles, particularly those emphasizing collaboration and integration, foster positive employee attitudes by reducing tension and enhancing mutual understanding. In contrast, dominating or avoiding styles may create feelings of frustration, exclusion, and injustice, which negatively affect satisfaction levels. Maniendaran et al. (2025) emphasize that employees' satisfaction is closely tied to whether conflict resolution processes are perceived as transparent and supportive. Umar et al. (2024) further demonstrate that conflict management styles influence job satisfaction by shaping employees' trust in organizational processes. From a theoretical standpoint, conflict management styles shape the emotional climate of the workplace and influence how employees interpret daily interactions. Based on these arguments, conflict management styles are expected to exert a direct influence on job satisfaction.

H1: Conflict management styles have a significant relationship with job satisfaction.

3.2 Conflict Management Styles and Organizational Climate

Organizational climate reflects employees' shared perceptions of organizational practices, interpersonal norms, and managerial behaviors, all of which are shaped by how conflict is managed. Conflict management styles play a critical role in signaling acceptable behaviors and interaction patterns within the organization. Ehrhart et al. (2025) explain that managerial practices are central antecedents of organizational climate because they shape employees' interpretations of fairness, support, and openness. Al Kabbani et al. (2025) note that consistent use of integrative and cooperative conflict management styles contributes to a climate characterized by trust and psychological safety. Conversely, frequent reliance on dominating or avoiding styles may foster a climate of fear, ambiguity, or disengagement. Zahid et al. (2024) highlight that poorly managed conflict can contribute to hostile organizational climates by reinforcing negative interpersonal norms. These theoretical insights suggest that conflict management styles act as formative mechanisms shaping employees' shared perceptions of the work environment.

H2: Conflict management styles have a significant relationship with organizational climate.

3.3 Conflict Management Styles and Leadership Support

Leadership support is closely intertwined with conflict management practices, as leaders are often the primary agents responsible for resolving disputes and guiding interpersonal interactions. The manner in which leaders manage conflict influences employees' perceptions of leaders' availability, fairness, and concern for employee well-being. Hussein et al. (2022) argue that leadership styles shape conflict management approaches, which in turn affect how employees perceive managerial support. Al Kabbani et al. (2025) emphasize that leaders who adopt collaborative conflict management styles are more likely to be perceived as supportive and trustworthy. In contrast, leaders who rely on coercive or avoidant strategies may be viewed as unsupportive or indifferent. Zhao et al. (2024) highlight that employees' perceptions of leadership support are shaped by leaders' behaviors during challenging interpersonal situations. From a social exchange perspective, conflict management styles function as relational signals that inform employees' judgments about leadership support.

H3: Conflict management styles have a significant relationship with leadership support.

3.4 Organizational Climate and Job Satisfaction

Organizational climate theory suggests that employees' shared perceptions of the work environment play a central role in shaping job satisfaction. A positive organizational climate characterized by trust, fairness, and open communication enhances employees' emotional attachment to their jobs. Ehrhart et al. (2025) explain that organizational climate influences how employees interpret daily work experiences and managerial actions. Xia et al. (2024) show that supportive organizational climates are associated with higher levels of job satisfaction by reducing stress and enhancing emotional well-being. Santana et al. (2023) further argue that climate-related factors such as support and interpersonal harmony are key predictors of satisfaction across service contexts. When employees perceive the climate as hostile or ambiguous, dissatisfaction is more likely to emerge even if formal policies are favorable. These perspectives suggest that organizational climate operates as a proximal determinant of job satisfaction.

H4: Organizational climate has a significant relationship with job satisfaction.

3.5 Leadership Support and Job Satisfaction

Leadership support has been consistently identified as a critical predictor of employee job satisfaction due to its role in shaping employees' emotional security and perceptions of value. Supportive leaders provide guidance, recognition, and resources, which enhance employees' sense of belonging and motivation. Zhao et al. (2024) demonstrate that leadership support is positively associated with job satisfaction, particularly in demanding work environments. Nguyen et al. (2022) argue that supervisory support reduces role stress and enhances satisfaction by fostering a sense of care and fairness. Barasa et al. (2025) further show that leadership support strengthens employee satisfaction by reinforcing trust and positive relational exchanges. From a social exchange perspective, employees reciprocate perceived support with positive attitudes toward their jobs. These arguments suggest that leadership support plays a direct and meaningful role in shaping job satisfaction.

H5: Leadership support has a significant relationship with job satisfaction.

3.6 The Mediating Role of Organizational Climate between Conflict Management Styles and Job Satisfaction

The relationship between conflict management styles and job satisfaction is unlikely to be purely direct, as employees interpret conflict-related behaviors through broader organizational contexts. Organizational climate provides a mechanism through which conflict management practices influence employee attitudes. Ehrhart et al. (2025) suggest that climate captures employees' shared interpretations of managerial behaviors, including how conflict is handled. Al Kabbani et al. (2025) argue that consistent use of constructive conflict management styles contributes to a positive climate, which in turn enhances satisfaction. Hussainy et al. (2022) highlight that organizational climate can mediate the effects of managerial practices on employee outcomes by shaping emotional and cognitive responses. When conflict management styles foster a supportive climate, employees are more likely to experience satisfaction despite the presence of conflict. These arguments support a mediating role for organizational climate.

H6: Organizational climate mediates the relationship between conflict management styles and job satisfaction.

3.7 The Mediating Role of Leadership Support between Conflict Management Styles and Job Satisfaction

Leadership support also represents a critical mediating mechanism linking conflict management styles to job satisfaction. Conflict management practices adopted by leaders influence how employees perceive leaders' intentions and relational commitment. Umar et al. (2024) suggest that employees' satisfaction is shaped by their perceptions of support and trust, which are influenced by managerial behaviors during conflict situations. Zhao et al. (2024) argue that leadership support enhances satisfaction by signaling fairness and concern, particularly when conflict arises. Al

Kabbani et al. (2025) emphasize that collaborative conflict management styles strengthen perceptions of leadership support, which in turn foster positive employee attitudes. From a social exchange perspective, leadership support translates conflict management behaviors into attitudinal outcomes. These theoretical arguments indicate that leadership support functions as a mediating pathway in the conflict management–job satisfaction relationship.

H7: Leadership support mediates the relationship between conflict management styles and job satisfaction.

4. Gap in the Literature

4.1 Conflict Management Styles and Job Satisfaction

Although a growing body of research has examined the relationship between conflict management styles and job satisfaction, the existing literature remains fragmented and conceptually limited. Many studies focus primarily on direct associations between specific conflict management styles and employee satisfaction outcomes without sufficiently addressing the underlying explanatory mechanisms. Al Kabbani et al. (2025) provide evidence that conflict management styles influence employee attitudes, yet their analysis emphasizes performance outcomes more strongly than attitudinal processes. Maniendaran et al. (2025) discuss the importance of managing workplace conflict for enhancing employee satisfaction, but their focus remains context-specific and lacks a broader theoretical integration. Umar et al. (2024) model the relationship between conflict management styles and job satisfaction through organizational trust, yet alternative pathways remain underexplored. As a result, much of the literature treats job satisfaction as an immediate reaction to conflict management practices rather than as an outcome shaped through complex organizational conditions. This narrow focus limits theoretical advancement by overlooking how employees cognitively and emotionally interpret conflict management behaviors. Consequently, there is a clear gap in conceptual models that systematically explain how and why conflict management styles translate into job satisfaction across organizational contexts.

4.2 Organizational Climate as a Mediating Mechanism

Organizational climate has been widely studied as an important contextual factor influencing employee attitudes, yet its role as a mediating mechanism between conflict management styles and job satisfaction has received limited conceptual attention. Ehrhart et al. (2025) establish organizational climate as a critical framework through which employees interpret managerial practices, but they do not explicitly link climate to conflict management processes. Xia et al. (2024) demonstrate that organizational climate influences job satisfaction through emotional and stress-related mechanisms, but conflict management is not incorporated into their explanatory model. Hussainy et al. (2022) highlight the importance of organizational climate in shaping employee responses to workplace conditions, yet mediation pathways involving conflict management remain implicit rather than explicit. As a result, the literature often acknowledges climate as an important variable without clearly positioning it as a mechanism that translates conflict management practices into attitudinal outcomes. This gap is particularly evident in studies that examine climate as an

outcome rather than as an intervening process. The absence of a clear mediating logic limits understanding of how conflict management styles shape shared perceptions and, in turn, job satisfaction. Therefore, further conceptual development is needed to clarify organizational climate as a mediating mechanism in conflict management–satisfaction relationships.

4.3 Leadership Support as a Mediating Mechanism

Leadership support is frequently examined as a direct predictor of job satisfaction, yet its mediating role in the relationship between conflict management styles and employee attitudes remains insufficiently theorized. Zhao et al. (2024) demonstrate that leadership support significantly enhances job satisfaction, particularly in high-demand work environments, but their study does not integrate conflict management practices as antecedents. Nguyen et al. (2022) emphasize the importance of supervisory support in shaping employee satisfaction, focusing primarily on workload and resource allocation rather than conflict-related behaviors. Barasa et al. (2025) examine managerial support and employee satisfaction, yet conflict management styles are treated as a separate domain. Al Kabbani et al. (2025) suggest that leadership behaviors during conflict influence employee perceptions, but the mediating function of leadership support is not explicitly articulated. As a result, leadership support is often positioned as an independent variable rather than as a relational mechanism that conveys the effects of conflict management styles. This theoretical separation obscures how employees' perceptions of support emerge from leaders' conflict-handling behaviors. Addressing this gap requires conceptual models that explicitly position leadership support as a mediator linking conflict management styles to job satisfaction.

4.4 Integrated Gaps in Conflict Management–Satisfaction Models

Despite advances in research on conflict management, organizational climate, leadership support, and job satisfaction, existing studies rarely integrate these constructs into a single coherent conceptual framework. Much of the literature examines these variables in isolation or through partial models that overlook their interdependence. Umar et al. (2024) highlight the complexity of the conflict management–job satisfaction relationship, yet their model focuses on trust rather than broader organizational mechanisms. Ehrhart et al. (2025) provide strong theoretical foundations for organizational climate but do not connect climate to conflict management styles. Zhao et al. (2024) emphasize leadership support as a determinant of satisfaction, yet the antecedents of perceived support remain underdeveloped. This lack of integration results in fragmented explanations that fail to capture the multifaceted nature of employee experiences. There is a notable absence of conceptual frameworks that simultaneously account for how conflict management styles shape organizational climate and leadership support, and how these mechanisms jointly influence job satisfaction. Addressing this integrated gap is essential for advancing theory and guiding future empirical research. Accordingly, the present study responds to this gap by proposing a comprehensive conceptual framework that links conflict management styles to job satisfaction through the mediating roles of organizational climate and leadership support.

5. Conceptual Framework Development

5.1 Conflict Management Styles and Organizational Climate

The conceptual framework builds on the premise that conflict management styles are foundational organizational practices that shape employees' shared perceptions of the work environment. Organizational climate emerges from repeated managerial behaviors and interaction patterns, making conflict handling a critical antecedent of climate formation. Al Kabbani et al. (2025) explain that consistent use of constructive conflict management styles, such as integrating and compromising, fosters perceptions of fairness, openness, and mutual respect among employees. These perceptions gradually evolve into a positive organizational climate characterized by trust and psychological safety. In contrast, frequent reliance on dominating or avoiding styles may normalize fear, ambiguity, and disengagement, contributing to a negative climate. Ehrhart et al. (2025) emphasize that employees interpret managerial actions collectively, meaning that conflict management behaviors send powerful signals about acceptable norms and values. Zahid et al. (2024) further show that poorly managed interpersonal conflict contributes to hostile climates by reinforcing negative relational expectations. Within this framework, conflict management styles are therefore positioned as primary drivers that shape organizational climate through repeated social and managerial interactions.

5.2 Conflict Management Styles and Leadership Support

Conflict management styles also play a central role in shaping employees' perceptions of leadership support, as leaders are typically responsible for guiding and resolving workplace disputes. Employees closely observe how leaders respond to conflict to assess their accessibility, fairness, and concern for employee well-being. Hussein et al. (2022) argue that leaders' approaches to conflict resolution strongly influence how employees evaluate leadership intentions and relational quality. Al Kabbani et al. (2025) suggest that collaborative conflict management styles enhance perceptions of leadership support by signaling respect, empathy, and willingness to engage constructively. Conversely, coercive or avoidant conflict management behaviors may be interpreted as indifference or lack of concern, weakening perceived support. Zhao et al. (2024) highlight that leadership support is particularly salient in situations involving interpersonal tension, where employees seek reassurance and guidance. From a social exchange perspective, conflict management styles function as relational cues that inform employees' judgments about leaders' supportive behaviors. Accordingly, the framework positions conflict management styles as key antecedents of leadership support perceptions.

5.3 Organizational Climate and Leadership Support as Drivers of Job Satisfaction

Organizational climate and leadership support are conceptualized as complementary drivers of job satisfaction that operate through distinct but interrelated mechanisms. Organizational climate shapes employees' general sense of the work environment, influencing emotional well-being, stress levels, and overall satisfaction with work conditions. Ehrhart et al. (2025) explain that a supportive climate enhances positive affect and reduces uncertainty, which contributes to higher job satisfaction. Xia et

al. (2024) demonstrate that positive organizational climates are associated with greater satisfaction by alleviating emotional strain and promoting interpersonal harmony. Leadership support, on the other hand, represents a more personalized relational resource that directly affects employees' sense of value and recognition. Zhao et al. (2024) show that supportive leadership strengthens job satisfaction by fostering trust and emotional security. Nguyen et al. (2022) further argue that leadership support reduces role stress and enhances satisfaction through perceived care and fairness. Within the conceptual framework, organizational climate and leadership support jointly translate conflict management practices into sustained job satisfaction outcomes.

5.4 Proposed Conceptual Framework (Figure 1)

The proposed conceptual framework integrates conflict management styles, organizational climate, leadership support, and job satisfaction into a unified explanatory model. In this framework, conflict management styles are positioned as the primary antecedent influencing job satisfaction both directly and indirectly. Organizational climate and leadership support are conceptualized as parallel mediating mechanisms that explain how conflict management practices are interpreted and experienced by employees. Umar et al. (2024) emphasize that employee satisfaction is shaped through intervening organizational and relational processes rather than through direct managerial actions alone. Building on this insight, the framework illustrates how constructive conflict management styles foster positive climates and supportive leadership perceptions, which in turn enhance job satisfaction. Figure 1 visually represents these relationships by depicting directional paths from conflict management styles to organizational climate and leadership support, and subsequently to job satisfaction. The model also acknowledges that organizational climate and leadership support are interrelated contextual resources that reinforce one another. By articulating these pathways, the proposed framework offers a coherent theoretical foundation for future empirical testing and practical application.



Fig. 1. Conceptual Framework

6. Practical Implications

6.1 Implications for Organizational Leaders and Managers

The proposed conceptual framework offers several important implications for organizational leaders and managers who are responsible for guiding interpersonal interactions and maintaining positive work environments. Leaders play a central role in shaping how conflict is experienced by employees through the conflict management styles they consistently adopt. Al Kabbani et al. (2025) emphasize that leaders' approaches to managing conflict send strong signals about fairness, respect, and organizational values, which directly influence employee attitudes. Managers who rely on collaborative and integrative conflict management styles are more likely to foster trust and openness among team members. Maniendaran et al. (2025) argue that effective conflict management contributes to higher levels of employee satisfaction by reducing emotional strain and misunderstandings. Leadership support becomes particularly salient during conflict situations, as employees look to managers for guidance and reassurance. Zhao et al. (2024) highlight that supportive leadership behaviors enhance employees' sense of security and satisfaction, especially in demanding work environments. Accordingly, leaders should view conflict management not as a reactive task but as a strategic leadership function that shapes organizational climate and job satisfaction. Training leaders to recognize the long-term implications of their conflict handling behaviors can therefore contribute to more sustainable and positive organizational outcomes.

6.2 Implications for Human Resource Management and Policy

From a human resource management perspective, the conceptual framework underscores the importance of embedding conflict management and supportive leadership principles into organizational policies and practices. Human resource departments play a key role in designing systems that influence how conflict is addressed across the organization. Awalluddin et al. (2023) suggest that organizations benefit from clearly defined conflict management guidelines that promote constructive and consistent responses to disagreements. Such policies help standardize expectations and reduce ambiguity in conflict situations. Organizational climate is shaped not only by individual leaders but also by formal HR practices related to communication, grievance handling, and employee support. Ehrhart et al. (2025) explain that organizational climate reflects employees' shared perceptions of how policies are enacted in practice. Human resource policies that emphasize fairness, transparency, and support can therefore reinforce positive climates. Nguyen et al. (2022) argue that HR-driven support mechanisms reduce role stress and enhance employee satisfaction by signaling organizational care. Integrating conflict management training, leadership development, and supportive HR policies can help organizations translate conflict management styles into improved job satisfaction outcomes.

6.3 Implications for Researchers and Educators

The proposed framework also offers important implications for researchers and educators seeking to advance knowledge and practice in organizational behavior and management. For researchers, the model highlights the need to move beyond fragmented examinations of conflict management, leadership, and job satisfaction. Umar et al. (2024) emphasize that employee satisfaction is shaped through complex organizational mechanisms that require integrative theoretical approaches. The framework encourages scholars to examine organizational climate and leadership support as explanatory pathways rather than as isolated variables. For educators, the model provides a structured foundation for teaching conflict management as a multidimensional organizational

process. González-García et al. (2025) highlight the importance of developing conflict management competencies among current and future leaders, particularly in people-intensive sectors. Educators can use the framework to illustrate how conflict management styles influence broader organizational conditions and employee attitudes. By incorporating these conceptual relationships into management education and training programs, educators can better prepare students and practitioners to manage conflict constructively. Overall, the framework offers a valuable reference point for future theory development, empirical research, and professional education.

7. Conclusion

This paper developed a comprehensive conceptual framework to explain how conflict management styles influence job satisfaction through the mediating roles of organizational climate and leadership support. By integrating insights from conflict management theory, organizational climate perspectives, leadership support mechanisms, and job satisfaction theories, the study advances a more holistic understanding of employee attitudes in conflict-laden work environments. The framework moves beyond direct-effect explanations and highlights the importance of contextual and relational processes that shape how employees interpret conflict management practices. Organizational climate and leadership support were positioned as critical mechanisms that translate conflict-handling behaviors into sustained attitudinal outcomes. In doing so, the paper responds to longstanding fragmentation in the literature by offering an integrated and theory-driven model. The proposed framework provides a structured foundation for future empirical testing across different organizational contexts and sectors. It also underscores the strategic importance of conflict management as a leadership and organizational capability rather than a purely interpersonal skill. Overall, the study contributes to organizational behavior scholarship by clarifying the pathways through which conflict management styles shape job satisfaction.

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