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Leadership Styles: Democratic Leadership Style

What is it?

The democratic leadership style is a very open and inclusive style of leadership. It is characterized by a leader who involves team members in the decision-making process and encourages them to share their ideas and opinions. This style is often used in organizations where team members are highly motivated and have a strong sense of responsibility.

The style is needed to develop and handle changing more diverse needs and it is often used in a business or other non-profit organization. It is a style that encourages team members to share their ideas and opinions and to be involved in the decision-making process. This style is often used in organizations where team members are highly motivated and have a strong sense of responsibility.

The democratic leadership style is a very open and inclusive style of leadership. It is characterized by a leader who involves team members in the decision-making process and encourages them to share their ideas and opinions. This style is often used in organizations where team members are highly motivated and have a strong sense of responsibility.

When is it Used?

When situations change frequently, democratic leadership offers a group that is flexible to adapt to the new situation. It is often used in organizations where team members are highly motivated and have a strong sense of responsibility.

Democratic leadership can also bring the best out of an individual and professional team. It is often used in organizations where team members are highly motivated and have a strong sense of responsibility.

If a decision is being complex and needs to be supported to have the approval of the organization, democratic leadership is often used. It is often used in organizations where team members are highly motivated and have a strong sense of responsibility.

Good Fits for Democratic Leadership:

- **Creative groups** (Advertising, design) often need to find in creative environments to find creative and unique solutions.
- **Knowledge workers** (IT, research, engineering) who are highly motivated and have a strong sense of responsibility.
- **Members of the service industry** (hotels, airlines) who are highly motivated and have a strong sense of responsibility.
- **Employees who prefer to be involved in the decision-making process.**

Authentic and Servant Leadership Approaches

Dawn Strait

Northcentral University

Introduction

The cultural impacts were also not addressed in this study. Supervisor Prosocial Motivation, Employee Thriving, and Helping Behavior: A Trickle-Down Model of Psychological Safety. [Google Scholar] [CrossRef]Rousseau, D.M. Psychological and implied contracts in organizations. *Leader Inclusiveness and Taking Charge: The Role of Thriving at Work and Regulatory Focus*. The authors declare no conflict of interest.MQMulti-factor leadership questionnaireSDStandard DeviationCFIComparative fit indexTLITucker-Lewis indexIFIIncremental fit indexRMSEARoot mean square error of approximationBarakat, M.; Reames, E.; Kensler, L.A.W. Leadership Preparation Programs: Preparing Culturally Competent Educational Leaders. We hope that this work generates new research focusing on leadership styles and personality traits, leading to individuals thriving in the workplace in the service sector, especially in education. An organization grows and performs well if the leadership is effective [10]. In this context, employee motivation and thriving at the workplace depends a lot on the manager's style of leading [13]. The cordial relationship between leadership and employees on the principals and business process ensures the successful achievement of an organizational goal [5]. [Google Scholar] [CrossRef]Komarraju, M.; Karau, S.; Schmeck, R.R. Role of the Big Five personality traits in predicting college students' academic motivation and achievement. *Scholarsh. [Google Scholar] [CrossRef]Carmeli, A.; Spreitzer, G.M. Trust, Connectivity, and Thriving: Implications for Innovative Behaviors at Work*. 1995, 48, 127-146. Practicing leadership style is an integral factor to address the modern intricacies of the educational system. Variables MeansSD12345671. What authoritarianism is... and is not: A practice perspective. *Conscientiousness, as a personality trait, affects individuals' thriving at work. Conscientious employees do not need any type of leadership to thrive at work. Stud.* 2020, 26, 168-184. Therefore, it is supposed that the moderating effect of conscientiousness as an employee personality trait promotes the relationship between authoritative leadership style and employee thriving at work. [Google Scholar] [CrossRef]Gastil, J. 1992, 4, 26. © 2021 by the authors. Scholars and researchers link organizations' success with individuals thriving [11]. Although the role of thriving has been demonstrated by previous studies [11], during the few decades, the catalytic factor of employees' conscientiousness, the relationship of leadership style, and employee thriving at work remained less explored. [Google Scholar] [CrossRef]Frazier, M.L.; Tupper, C. The laissez-faire style is more acceptable to employees who prefer liberty in action and decision making and thrive on trust and a sense of responsibility. [Google Scholar] [CrossRef]Arshad, M.; Abid, G.; Contreras, F.; Elahi, N.; Athar, M. The Relationship between Person Organization Fit, Person-Job-Fit and Turnover Intention in Banking Sector of Pakistan: The Mediating Role of Psychological Climate. *J. The Big five model describes individual differences. Thriving individuals are high performers and more committed [14].* 2010, 44, 512-519. [Google Scholar]Khuwaja, U.; Ahmed, K.; Abid, G.; Adeel, A. Bull. Conscientious individuals have a high level of organization and order; it also improves time management [107]. [Google Scholar] [CrossRef]Abid, G.; Ahmed, S.; Elahi, N.S.; Ilyas, S. Human behavior is an outcome of the person and their environment. Their dedication and hard work contribute toward achieving the organization's goals and result in gaining a competitive advantage. A lot of work has been done on outcomes of positive relationships among coworkers [18]. Thriving stimulates innovation in the workplace [42]. Found. In Flourishing: The Positive Person and the Good Life; American Psychological Association (APA): Washington, DC, USA, 2003; pp. The non-involvement of laissez-faire leadership and empowering leadership are similar [77]. With age come maturity and understanding and an increased sense of responsibility. Assess. Linking empowering leadership and change-oriented organizational citizenship behavior: The role of thriving at work and autonomy orientation. The scales ranged from 1 (strongly disagree) to 5 (strongly agree). [Google Scholar] [CrossRef]Kerr, S.; Jermier, J.M. Substitutes for leadership: Their meaning and measurement. Being achievement-oriented and perseverance are attributed to conscientiousness. It gives freedom to subordinates to decide their own activities related to tasks. It is a psychological phenomenon [14] and amounts to experiencing learning and vitality at work. Self-regulation can also be termed as self-control. Pak. From Ideal to Real: A Longitudinal Study of the Role of Implicit Leadership Theories on Leader-Member Exchanges and Employee Outcomes. 2014, 25, 487-511. In connection with leadership, it is significant to develop understanding of employee thriving at work, which refers to a positive psychosomatic state characterized by a shared sense of vivacity and learning [9]. Those who learn continuously enjoy physical and mental health [53]. [Google Scholar] [CrossRef]Ren, H.; Yunlu, D.G.; Shaffer, M.; Fodchuk, K.M. Expatriate success and thriving: The influence of job deprivation and emotional stability. We also assumed that we would keep the confidentiality of their respondents. [Google Scholar]Costa, P.T., Jr.; McCrae, R.R. Four ways five factors are basic. This style proves very effective when employees are highly skilled and motivated. Instead of suppressing workplace behavior, organizations should employ practices to enhance the implicit motivation to thrive. Regression analysis for the direct relationships of the study variables. [Google Scholar] [CrossRef]Athar, M.A.; Butt, M.; Abid, G.; Arshad, M. The personality traits are defined as "People's stylistic habitual pattern of cognition, affect and behavior" [105]. 1993, 48, 26. Laissez-faire leaders delegate decision-making powers to followers. A sense of learning and vitality enhance commitment with the organization [14]. This shows that conscientiousness moderates the relationship between laissez-faire and thriving at work; therefore, H5 of our study is being supported. New Dir. Since a major theme of conscientiousness is achievement-oriented behavior [25], it is expected to be strongly linked to thriving at work. This process creates good learning opportunities for followers [22]. Posit. This style is known to avoid responsibilities. [Google Scholar] [CrossRef]De Cremer, D. The findings of this research encourage educational scientists to explore the role of leadership in the context of the big five model of personality traits other than conscientiousness in the context of mediation and moderation, since human behavior is complex and has an enormous impact in business as well as service industries including education, hospitality, banking, and consultancy services at different levels. Organizations often work on the premise of the positive-relationship approach only. The involvement of a leader may have unintended negative effects on employees' needs. Since the conscientiousness trait of personality controls one's behavior, it serves as an antecedent factor to influence the pressure and learning process in terms of employee thriving at work [17]. New Discip. [Google Scholar] [CrossRef]Bandura, A. *AJSS* 2016, 9, 90-106. Positive effects of laissez-faire leadership: Conceptual exploration. 2017, 103, 41-51. Determinants of leadership style in big five personality dimensions. 2007, 41, 203-212. Conscientiousness explains the desire for the pursuit [100]. It indicates that at a high level of conscientiousness, the relationship of laissez-faire and thriving at work has a stronger negative effect as compared to moderate and low levels of conscientiousness. Our study adds to the literature on the effects of authoritarian leadership and laissez-faire leadership styles on thriving at work, posing a new avenue of thought; i.e., the moderating effect of conscientiousness. Manag. Since the major theme of conscientiousness is achievement-oriented [25], it would be strongly linked and related to thriving in the workplace. This is carried out in the background of the educational system of Pakistan. [Google Scholar]Goldberg, L.R. The development of markers for the Big-Five factor structure. Figure 2. Laissez-faire style is termed as non-influencing [79]. As per this study, authoritarian and laissez-faire leadership styles are polar opposites of each other, but further studies can check whether these are polar opposites or not by testing in different regions and sectors. The study has identified the effectiveness of both the leadership styles (authoritative and laissez-faire) and the personality trait (conscientiousness) in a service sector (education). 2017, 38, 2-21. The impact of leadership style on the employees is discussed in the following sections. In our study, the negative moderating effects of conscientiousness are an important indicator of thriving. *Motiv. Sage Open* 2021, 11, 21582440211006734. Our findings suggest that the authoritarian or laissez-faire approach may negatively affect thriving when moderated by conscientiousness. 2004, 89, 755-768. In most management and leadership styles, employee participation is of paramount importance. 2003, 94, 110. 2005, 90, 659-676. The expected rewards and laid-down prices (goals/standards) are also clear to them. Data were collected from 200 respondents from the head offices situated in Lahore and Islamabad of major schools system by using a questionnaire, which is the most commonly used tool to collect data from respondents for quantitative studies [109]. It is felt that instead of investing in the development of new leadership theories, new behavior should be focused on enhancing thriving at work. Only one moderating variable is used. Engagement and human thriving: Complementary perspectives on energy and connections to work. There are many leadership styles being used by leaders. Thriving is promoted by an organization sharing information about its overall strategies, feedback, and decision making. Psychological capital also impacts workplace thriving [16]. Br. J. Rights J. [Google Scholar] [CrossRef]Janssen, O.; Van Yperen, N.W. Employees' goal orientations, the quality of leader-member exchange, and the outcomes of job performance and job satisfaction. Our results demonstrate that thriving is enhanced by using the right style of leadership, according to the motivation level and attitude of workers. [Google Scholar]Hassan, M.; Akram, A.; Naz, S. Authoritative leaders serve to reduce uncertainty [64]. Master's Thesis, University of Pennsylvania, Philadelphia, PA, USA, 2015. Eur. Acad. 2021, 11, 0032. The laissez-faire style is considered to be at the extreme end of the democratic-style spectrum [21]. Thriving is promoted by an individual's characteristics [12], such as conscientiousness. 2015, 44, 1678-1702. The leaders normally avoid imposing on a group's activities. Ethical leadership and innovative work behavior: The mediating role of individual attributes. Subordinates are expected to be monitored but, at times, they would like to be left alone. Comparative study on fashion & textile design higher education system, Pakistan vs. This trait is achievement-oriented and is equated with a sense of responsibility. They are convinced that the dream of sustainable development remains ineffective without active participation and thriving of employees at the workplace, which is promoted by the practicing organizational leadership style [3]. This also highlights the need for sound personality traits possessed by a leader, which would enhance thriving at work. Thriving has been defined as an individual's capacity to prosper, grow, flourish, and develop vigorously in the workplace. [Google Scholar] [CrossRef]Eisenbeis, S.A.; Boerner, S. Such persons set goals for themselves and are committed to achieving them [10]. The personality traits of a leader affect their effectiveness considerably. Proactive Personality and Creative Behavior. Examining the Role of Thriving at Work and High-Involvement HR Practices. Employee thriving in previous studies has been discussed with servant leadership [68], transformational leadership [69], authentic leadership [70], and leader-member exchange [71]. Prior to data collection, we coordinated a visit to the head office in Lahore. Thriving is a desirable state [14]. The results are particularly more important since the educational system promotes conscientiousness among the students and the people engaged in promoting training activities. The regression results of the study show that authoritative leadership and conscientiousness have a significantly positive impact on thriving at work. The style becomes more effective when employees are highly skilled and motivated [23], which is when it helps employees thrive at work. Personality traits that influence leadership style are important factors that ultimately affect thriving at work. 2020, 7. [Google Scholar]Zhai, Q.; Wang, S.; Weadon, H. The collaborative impact of effective leadership [10] and thriving individuals [11] plays an important role in the growth of an organization. 2010, 1, 29-38. 2005, 16, 537-549. Personality dimensions through trait inferences. Personality is one of the most important topics and predictive of many life dimensions [103]. Scholars have explored laissez-faire and perceived it as an ineffective style [32]. 2021, 5, 58-84. Laissez-faire leadership should be approached in a balanced way and considered in a more neutral manner. Laissez-faire leadership should be considered as non-involvement. The laissez-faire style can be very effective if followers are highly skilled and motivated [23]. High. *Age* 32.347.47 2. "Psychological contract is an individual's belief of an agreement's terms between the individual and the organization" [60]. The personality factor plays a significant role in enhancing thriving at work. It could be perceived as respect for an individual's personal competence [82]. 2015, 34, 1246-1261. Authoritative leaders are result oriented and they make all decisions, accomplish tasks, and use penalties and punishment rather than rewards to achieve the desired results in the stipulated amount of time and resources [21]. Laissez-faire is another leadership style, which is derived from the French term that means "to let it do" [21]. In IOP Conference Series: Materials Science and Engineering; IOP Publishing: Bristol, UK, 2017; Volume 254, p. Inf. The unnecessary involvement of a leader may cause negative effects. *World Bus. [Google Scholar] [CrossRef]Crick, R.D.; Barr, S.; Green, H.; Pedder, D.* 2010, 21, 530-542. [Google Scholar] [CrossRef]Maertz, C.P., Jr.; Griffith, R.W. Eight motivational forces and voluntary turnover: A theoretical synthesis with implications for research. The presence of the conscientiousness personality trait further stimulates the desire of pursuing the goals that ease the authoritative leadership to achieve the organizational goals. Thriving has two important components, learning and vitality [14,16]. [Google Scholar] [CrossRef]Riaz, A.; Haider, M.H. Role of transformational and transactional leadership on job satisfaction and career satisfaction. *Univers. Alive and creating: The mediating role of vitality and aliveness in the relationship between psychological safety and creative work involvement. Theoretical Model.* Their standards and expectations are high but they are also responsive and warm. Moderation of conscientiousness on relationship between laissez-faire and thriving. The employees engaged in the educational system implicitly or/and explicitly influence the personalities of the little angels in our training centers who will design the country's fate in the long run. Our research is based on two types of leadership and one personality trait. Thus, all these factors influence thriving at work. Hypothesis 3 (H3): Conscientiousness is positively related to thriving at work. Hypothesis 4 (H4): Conscientiousness moderates the relationship between authoritative leadership and thriving such that the relationship is positive for conscientious individuals. Hypothesis 5 (H5): Conscientiousness moderates the relationship between laissez-faire and thriving such that the relationship is negative for conscientious individuals. This study is anchored in big five model of personality traits [99], which explains the comparative impact of authoritative and laissez-faire leadership styles on employee thriving at work. Both learning and vitality enhance each other [15]. 2016, 2, 127-137. Pers. The role of Autonomy Support and Autonomy Orientation in Prosocial Behavior Engagement. Laissez-faire leadership provides autonomy to its followers [91]. 2019, 10, 2393. The survey questionnaires distributed in Lahore were collected on the same day. [Google Scholar] [CrossRef]Zhang, X.; Bartol, K.M. Linking empowering leadership and employee creativity: The influence of psycho-logical empowerment, intrinsic motivation, and creative process engagement. [Google Scholar] [CrossRef]Wiggins, N.; Blackburn, M.; Hackman, J.R. Prediction of First-Year Graduate Success in Psychology: Peer Ratings. The style of leaderships should reflect the objective of the organization, and developing sound understanding of their subordinates would help them achieve their organizational goals. This study is based on the big five personality factor model that provides the basis for the assessment of personality characteristics in terms of their scores on five personality domains: (i) extraversion, (ii) emotional stability, (iii) agreeableness, (iv) conscientiousness, and (v) openness to experience [24]. Ethical leadership in sustainable organizations: The moderating role of general self-efficacy and the mediating role of organizational trust. [Google Scholar] [CrossRef]Dutton, J.E.; Ragins, B.R. Moving Forward: Positive Relationships at Work as a Research Frontier. However, the effectiveness of leadership is based on employee willingness and cooperation to execute the orders [8]. 2020, 50, 217-227. Performance is the appraisal and reward of a described job [40]. Laissez-faire leadership may not always be attributed to avoiding or being insensitive to followers' needs. It is also termed as thoroughness, being organized, and responsible. Licensee MDPI, Basel, Switzerland. According to the substitute theory, certain characteristics of an employee or situation affect a leader's ability to affect employees [84]. Organizations need to grow and thrive in a very competitive business environment and this depends on having a dedicated and highly motivated workforce [11]. Technol. Individuals with a proactive personality thrive more [44]. This type of leadership is assertive, has control over followers, and commands obedience" [11]. Soc. Pressure and learning, exerted by the leadership, are the two dimensions of employee thriving. Furthermore, in Model 3, we test the relationship of the laissez-faire leadership style with the demographic variable that shows a significant contribution ($\beta = -0.13$, $p < 0.05$), and causes 2% variation in thriving, that again affirm our assumption of hypothesis (H2). Furthermore, conscientiousness moderates the relationship between laissez-faire style of leadership and thriving at work relationship. [Google Scholar] [CrossRef]Gagné, M. [Google Scholar] [CrossRef] [PubMed]Bass, B.; Avolio, B. The growth and sustainability of the organization is linked with the association of leadership style and employee thriving at the workplace. However, this study does not explore how the different types of leadership styles deal with a variety of human resources at an organization. [Google Scholar] [CrossRef]Abid, G.; Zahra, I.; Ahmed, A. 2014, 40, 796-819. Cultural factors are little discussed in this study, and these should be included and further explored in future work for a better understanding of the phenomenon. We suggest the relationship between other leadership styles (authentic, ethical, servant) and personality traits (openness to experience, agreeableness, and extraversion) should be explored while explaining how different types of leadership styles would be beneficial for the practitioners to deal with diversified human resources. The leadership team provides the path and the methods of achieving goals to its followers. Previous studies have observed that in the recent past, due to rapid industrialization and globalization, it has become increasingly important for the organization to maintain employee thriving at work to meet the competitive advantage [71]. 2015, 50, 69-78. [Google Scholar] [CrossRef]Carver, C.S. Resilience and thriving: Issues, models, and linkages. The modern workforce is very diverse, which enhances the importance of leaders' relationships with their workers. On the Science of the Art of Leadership. This study adds to the academic literature on the role of leadership styles, in connection with the employee thriving at the workplace. They allow the followers to have self-control and increase their self-efficacy [22]. 2005, 3, 387-406. There is a general lack of agreement on trait terms [102]. Authentic Leaders. 2005, 36, 1517-1528. Mutual obligation is the basic concept behind it. The sample size was small, and the number of participants could have been increased. It draws the attention of institutional management to understand the role of leadership style in the educational system. Psychologically safe environments provide employees with a sense of relatedness [50] and thriving. Conflicts in schools, conflict management styles and the role of the school leader: A study of Greek primary school educators. *Learn. [Google Scholar] [CrossRef]Spreitzer, G.; Porath, C.L.; Gibson, C.B.* Toward human sustainability: How to enable more thriving at work. The sample was collected from the head offices in Lahore and Islamabad [5]. It also shows that employee personality factor plays a significant role in promoting thriving. Chang. Later research found that uncertainty calls for the authoritative style of leadership. 2020, 1-13. Conscientiousness means controlling one's behavior in pursuit of one's goals. After having sought their permission and cooperation, we initiated the process of data collection. Personality and Intelligence in Business People: A Study of Two Personality and Two Intelligence Measures. 2002, 87, 698. Both managers and teachers were targeted for the research. Adm. Mean, standard deviations (SD), and correlations. Thriving must be separated from resilience. Employees tend to thrive if they perceive they are supported by their organization. A social cognitive theory of personality. 1992, 13, 653-665. [Google Scholar]Hameed, U.; Umer, S. 154-196. [Google Scholar] [CrossRef]Keller, T.; Dansereau, F. Employee motivation to develop and thrive depends a lot on their leaders, the leadership style used, and the personality traits exhibited by them [13]. [Google Scholar]Zhang, X.; Zhou, J. It is also linked to physical health. The mean responsiveness of the respondents about authoritative leadership, laissez-faire leadership, conscientiousness, and thriving at work was above 3.20. Employee

Leadership style in the organization [58]. [Google Scholar] [CrossRef] [PubMed]Jlyas, S.; Abid, G.; Ashfaq, F. Laissez-faire leadership creates feelings of self-regulation among followers [90]. The results show a direct and significant relationship of conscientiousness ($\beta = 0.84^{**}$, $p < 0.01$) and laissez-faire ($\beta = 0.72^{**}$, $p < 0.01$) with the dependent variable. This study also shows that the relationship between the relationship of the leader and the follower. H4 of the study is not supported as it was assumed. The literature Figure represents the graphical explanation of moderation. 2003, 27, 160–173. Empirical study on the laissez-faire style of leadership has concentrated more on its relationship with employee satisfaction with their job and the desired outcome; it was found to be negatively correlated with job satisfaction [78]. The laissez-faire style of leadership delegates decision-making power to subordinates. This finding was further confirmed by scholars [62,63]. Promoting thriving at work and waning turnover intention: A relational perspective. [Google Scholar] [CrossRef]Mundy, R.W.; Premeaux, R.S. Management: Concept, Practice and Skills; Prentice Hall: Englewood Cliffs, NJ, USA, 1995. [Google Scholar] [CrossRef]Srivastava, A.; Bartol, K.M.; Locke, E.A. Empowering Leadership in Management Teams: Effects on Knowledge Sharing, Efficacy, and Performance. A reliability test was performed to ensure that the study variables are reliable to perform further analysis. Cogent Bus. Dyn. The research was limited to samples from two cities only. Empl. Self-confidence is enhanced by learning, which facilitates innovative skills [39]. Reliability analysis of the study variables is above the standard of 0.70. Figure 1. Once the perception is of ineffectiveness is developed among the subordinates, the leader may not be able to motivate them to perform as per market demand [21].Empowering leadership is characterized by involving employees in decision making [75]. Authentic leadership and thriving among nurses: The mediating role of empathy. They agreed to extend their full cooperation to facilitate our research. Conscientiousness is more achievement-oriented and not ethical [25].Personality psychology helps with understanding the whole person [97]. [Google Scholar]Frischer, J.; Larsson, K. Firstly, the population selected was education-related, which is relevant to the variables under study. Decis. Therefore, the organizational management needs to understand the multidimensional roles of leaderships because they interact with diversified human resources at the workplace. Thriving enhances self-confidence and innovation [39]. It is a variable that does not change its value throughout the study, which also allows the researcher to understand the relationship among other variables that are tested. Self-legislation is an important factor of the human personality that is included from the perspective of a model of personality trait, the five-factor model as discussed earlier [99]. The conscientiousness personality trait of leadership has the ability to control the behavior of employees; therefore, this was expected to moderate the relationship of leadership style and employee thriving at work. Experience has always been considered a founding stone for commitment, organizational identity, and productivity. The right combination of leadership style and personality traits will be effective in enhancing thriving at work. 2020, 24, 79–89. Authoritative leadership is significantly related to thriving at work ($r = 0.19$, $p < 0.001$, 2007, 22, 99–109. [Google Scholar]Bijderano, T.; Dai, D.Y. The relationship between the big-five model of personality and self-regulated learning strategies. The results of H1 and H2 indicate low variance in the employee thriving by both leadership styles, which suggests that each hypothesis should be retested by conducting another study to validate the findings. Thirdly, the educated participants could easily understand the questions and give appropriate responses. In this study, we measured the variables of authoritative leadership, laissez-faire, and conscientiousness in context with employee thriving at work. Being forward-thinking and maintaining a competitive advantage are the keys to sustain the growth of an organization. The reason for choosing these cities was that the data were collected from the head office of that school system, and they were located in the specified cities. Complex. Aff. Thriving at work as a mediator of the relationship between workplace support and life satisfaction. It also signifies that the organization should understand the importance of the employee personality trait "conscientiousness" at the time of recruitment. 2001, 6, 101. The organization is benefited through thriving individuals. Individuals who thrive have been associated with sound psychological functions [16]. 1989, 2, 121–139. 1978, 22, 375–403. Conscientiousness is also significantly positively associated with thriving at work ($r = 0.13$, $p < 0.05$).Table 2 shows the regression analysis of the direct relationships of our study variables. 2007, 17, 69–81. [Google Scholar] [CrossRef] [PubMed]Martin, R. The Thermodynamic Big Five Theory (CBST) provides a framework of personality. The results also indicate a framework of conscientiousness is also significant ($\beta = 0.23^{**}$, $p < 0.01$). The theory endorses that situational factors moderate the effectiveness of laissez-faire leadership. The relationship between authoritarian leadership (H1) and laissez-faire (H2) leadership styles on employees' thriving at work is revealed to positively influence their thriving. [Google Scholar] [CrossRef]Yang, I. Psychological safety was linked to thriving [51] and an enriched work-family promotes thriving at work [52].Thriving stimulates innovative work behavior [39,42]. 132–146. Mediated mechanism of thriving at work between perceived organization support, innovative work behavior and turnover intention. Evaluating the wider outcomes of schools: Complex systems modelling for leadership decisioning. Ethics 2005, 56, 355–370. [Google Scholar] [CrossRef]Hofstee, W.K.; De Raad, B.; Goldberg, L.R. Integration of the big five and circumplex approaches to trait structure. It has been observed that employee thriving at work acts as a buffer against the negative psychological outcomes [16]. [Google Scholar] [CrossRef]Shondrick, S.J.; Dinik, J.E.; Lord, R.G. Developments in implicit leadership theory and cognitive science: Applications to improving measurement and understanding alternatives to hierarchical leadership. 2016, 45, 719–743. This study empirically explores the role leadership style in promoting employee thriving at the workplace in the background of educational system in the developing countries, particularly in the context of Pakistan. The participants were selected from a leading school system. This research is an effort to investigate the moderating impact of the "conscientiousness trait" in the relationships that authoritative and laissez-faire leadership styles have with employee thriving. Laissez-faire leaders are considered as failing to handle responsibilities [22]. It is a combination of cognitive and affective dimensions of psychological experiences. [Google Scholar] [CrossRef]Chen, X.P.; Eberly, M.B.; Chiang, T.J.; Farh, J.L.; Cheng, B.S. Affective trust in Chinese leaders: Linking paternalistic leadership to employee performance. These factors, if unchecked, may lead to a dejected, non-thriving workforce [54]. Reinforcement theory supports the idea of rewards or punishment, but this could lead to an understanding of reasons for and consequences of behavior [97]. In Goal Concepts in Personality and Social Psychology, Psychology Press: London, UK, 1989; pp. 205–224. 2002, 74, 98. Thriving at work: Impact of psychological capital and supervisor support. Resour. During their professional life, an individual may face work/family imbalance [42], hostile environments, and work stress. Control variables were used to test the accuracy value of an independent variable on the dependent variable. It has also been observed that followers have their own expectations from a leader; therefore, when a leader's behavior matches the follower's expectations, they are more elevated and their performance serves as more effective [74]. Excel. It is viewed as a self-regulatory psychological state, whereas personality traits including core evaluation enhance employee thriving at work [38]. We used five demographic variables for understanding their influence on the relationship between authoritative leadership, laissez-faire leadership, and conscientiousness on thriving at work. [Google Scholar]Wallace, J.C.; Butts, M.M.; Johnson, P.D.; Stevens, F.G.; Smith, M.B. A multilevel model of employee innovation: Understanding the effects of regulatory focus, thriving, and employee involvement climate. In Leadership and Power: Identity Processes in Groups and Organizations; Sage Publications: Thousand Oaks, CA, USA, 2012; pp. Issues 1998, 54, 245–266. The current study is significant for both academia and practitioners. It removes bureaucratic restraints; non-involvement and empowering leadership could be seen as the same [83]. Therefore, an effective leadership enhances and maintains the competitive advantage of an organization [7]. At times, significantly negative relations may produce positive outcomes. 2016, 29, 732–750. [Google Scholar] [CrossRef]Avolio, B.J. Full Leadership Development: Building the Vital Forces in Organizations; Sage: Thousand Oaks, CA, USA, 1999. Creat. Regression analysis was performed to check the direct relationship among study variables. Therefore, it is believed that the conscientious personality traits of an employee positively influence thriving at work. Thriving employees exhibit a desirable behavior in the workplace, such as innovation and organizational commitment, as well as less burnout [1,17,18]. There has been a continuous effort on the part of researchers to identify a style of leadership that better impacts a follower's behavior and attitudes [13]. In Model 1, the relationship of the demographic variables with thriving is checked, which shows that all of them have non-significant relationships with thriving and the r -square is very low, which means that the demographic variables only contribute a 1% change in thriving. Lahore and Islamabad are considered to be the hub of major business activities in this region, particularly in the educational system [108]. Organizations need to look after their human capital and their well-being; as a result, they will flourish in the workplace. [Google Scholar] [CrossRef]Russo, M.; Buoncione, F.; Carmeli, A.; Guo, L. Vocat. Scholars have observed that people who thrive at work are relaxed and secure and feel cherished [14]. 2012, 3, 259. The findings of this study have theoretical implications for authoritative and laissez-faire leadership, employee conscientiousness, and managerial applications for the practitioners. [Google Scholar]Amanchukwu, R.N.; Stanley, G.J.; Olorube, N.P. A review of leadership theories, principles and styles and their relevance to educational management. Group Organ. Experience4.304.11–0.04–0.12. Moderation analysis using Process by Hayes for thriving. The ABC model was developed on the basis of the factor analysis of a large number of traits: descriptive effectiveness. It is also equated with non-leadership. These five factors of personality model have been tested as determinants [27] and performance indicators of leadership styles [28]. This model has been widely used for classifying individual differences [104].The big five model explains five personality traits that enrich a leader's personality and their effectiveness. This discussion is hypothesized as follows:Hypothesis 2 (H2): Laissez-faire leadership style is negatively related to thriving at work.Conscientiousness, also called the 'will to achieve' [94], is equated with dependability [95]. [Google Scholar] [CrossRef]Athar, M.A. Social Media Advertising: From Antecedents of Ad Click to Purchase Intention with the Moderating Effect of Trust. 2021, 24, 54–68. However, this style is unsuitable for subordinates who lack skill and knowledge. This research highlights three important aspects: firstly, that a leader can adopt a style to enhance thriving at work, and secondly, that relevant personality traits can be identified and practiced to increase thriving. Conscientious individuals set high standards for themselves and exhibit a high level of commitment. Traits have relatively less effect on complex social behavior [98]. Emot. Trait concepts are needed in personal selection, job counseling and in many other situations. From this perspective, schools are the training centers where the seeds of constructive or destructive personalities are germinated [24]. Appl. Therefore, results affirm our supposition that authoritative leadership has significant positive association with employee thriving at work. Online 2020, 19, 4023–4039. Prod. For thriving, a scale developed by scholars [16] was used. Educational institutes are idiocentric hubs that preserve and promote cultural values to the next generation [11]. In this context, leadership style motivates the followers to achieve the organizational objectives [6]. The thriving employee is capable of assessing their own development [38]. [Google Scholar] [CrossRef]Arshad, M.; Abid, G.; Torres, F.V.C. Impact of prosocial motivation on organizational citizenship behavior: The mediating role of ethical leadership and leader-member exchange. [Google Scholar] [CrossRef] [PubMed]Chaudhry, A.; Javed, H. The role of organizational climate in managing knowledge sharing among academics in higher education. Impact of Perceived Leadership Style on Employees' Work Stress: Moderating and Mediating Role Big 5 Personality Traits. 2021, 12, 454–467. Lastly, it provides insight into how a combination of effective leadership style and personality traits can significantly impact workplace thriving and employees' health and well-being.Organizations need to grow and thrive in very competitive business environments. Resources such as better interpersonal relationships, meaningfulness, and knowledge at work are produced by thriving [14]. 1996, 41, 574. Status quos are made to be broken: The roles of transformational leadership, job satisfaction, psychological empowerment, and voice behavior. The protocol was approved by the Ethics Committee of the School of Business Administration & Economics, National College of Business Administration & Economics, Lahore, Pakistan.Informed consent was obtained from all individuals included in this study. 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The conscientiousness variable is measured using the personality traits model because conscientiousness is a personality construct that is a core determinant of health, positive aging, and human capital, and almost all the studies use the big five model to assess conscientiousness. An authoritative leader motivates employees by enforcing discipline and rigid rules and procedures. Increase in performance is also attributed to thriving [16]. Psychology 2000, 13, 131–155. Conscientious individuals have a high level of organization and order and also improve time management [96,106]. The laissez-faire style gives maximum freedom to employees. Behav. Exploring Positive Relationships at Work; Psychology Press: London, UK, 2017; pp. In contrast, thriving is associated with a subjective experience [14] and equates with a psychological state, being an intra-individual phenomenon. 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