

Interplay Of Servant Leadership On Conflict Management Styles Mediating Procedural Justice In Pakistan's Textile Industry

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Abstract

Purpose: This study is to examine the effect of servant leadership on conflict management styles. It is also proposed that procedural justice will mediate the effect of servant leadership on conflict management styles.

Design/Methodology: The study setting is the textile industry housed in Faisalabad and Lahore; cities of Pakistan. We employ a cross-sectional survey design for the collection of data. Measures are adopted from already established scales. The sample size was determined using G-Power software. Data is collected from the managerial level employees. A total of 193 responses, after the screening, are analyzed using Partial Least Squares Structural Equations Modelling (PLS-SEM).

Findings: The results establish that servant leadership has a constructive impact on various conflict management styles. Similarly, procedural justice partially mediates between servant leadership and conflict management styles.

Practical Implication: The study suggests the management in the textile industry must play the role of a servant leader to create a trustworthy environment, while fair procedures of the industry can support and enhance the system for a better conflict resolution environment. This will improve efficiency and working performance in the industry.

Originality/Value: This study is the original of its kind emanating evidence from the textile sector of Pakistan. It adds to our understanding of leadership and conflict resolution practices being followed by the managers in the industry. The leadership development programs must focus on training servant leaders while also guiding them on conflict management styles.

Keywords: Servant leadership, conflict management styles, procedural justice, textile industry, PLS-SEM 4.

Introduction

Conflicts at work, which result from different viewpoints and goals, are a normal and inevitable component of organizational life (Verma, 1998; DOĞAN et al., 2010). While they could cause discord, they might become occasions for development and creativity with the right management. To ensure a fruitful and constructive work environment, it is crucial to identify and resolve these disputes utilizing various conflict resolution

techniques (Song, Dyer, and Thieme, 2006). Leaders manage workplace conflict by navigating complicated interpersonal relationships, encouraging open communication, and boosting collaboration (Bennett and Gadlin, 2012). They must anticipate and prevent confrontation (Ayoko and Ashkanasy, 2020). Effective leaders empathize with conflicting parties and encourage meaningful communication to resolve differences. They preserve credibility and reliability by making decisions

impartially and fairly, reducing escalations. Leaders must manage conflict to create a harmonious and productive workplace and ensure corporate success (Gelfand et al., 2012; Römer et al., 2012; Baig and Zaid, 2020).

Because of its emphasis on empathy, listening, and a real commitment to the well-being of all team members, servant leadership is ideally suited for conflict management in the workplace (Jit, Sharma and Kawatra, 2016; Wong et al., 2018; Obi et al., 2020). In contrast to command-and-control management styles, servant leadership puts employees' needs first and promotes teamwork (Greenleaf, 2019). Servant leaders are more capable of resolving issues via collaboration and mutual respect by emphasizing the significance of active listening and empathic understanding (Aboramadan et al., 2022). In addition, the positive work environment that this style of leadership fosters reduces the likelihood that disputes would grow. Hence, disagreements in the workplace can be more easily managed and resolved because of the people-focused nature of servant leadership, leading to a more positive and productive work environment overall (Saleem et al., 2020; Xiongying et al., 2021; Enwereuzor, Abel and Ugwu, 2022).

As it emphasizes the importance of fair and transparent decision-making processes, procedural justice is a crucial component for enhancing servant leadership's capacity to manage conflicts using multiple conflict management styles (By Walumbwa, Fred O., Hartnell, Chad A., Oke, 2010; Tjosvold, Wong and Wan, 2010) (By Walumbwa, Fred O., Hartnell, Chad A., Oke, 2010). By ensuring that procedures are consistently applied and all stakeholders have the opportunity to voice their concerns, servant leaders can foster an environment in which employees feel valued and respected, thereby reducing the likelihood of conflicts (Burton, Peachey, and Wells, 2017). This emphasis on fairness contributes to a high level of trust between leaders and team members, allowing for the use of conflict resolution strategies that are tailored to the specific needs of each situation (Qiu and Dooley, 2022). The

servant leader's commitment to active listening, empathy, and putting the well-being of others first strengthens his or her ability to navigate various conflict resolution approaches effectively (Jit, Sharma and Kawatra, 2016; Vaughn-Coward, 2018) (Vaughn-Coward, 2018). Ultimately, the incorporation of procedural justice into the servant leadership framework strengthens the leader's capacity to manage and resolve conflicts, fostering a collaborative and harmonious workplace that contributes to the success of the organization (Saleem et al., 2020).

Despite the close conceptual connection between servant leadership and procedural justice in managing conflict, there is a significant breach in the literature regarding the role of servant leadership concerning various conflict-handling styles, as well as the role of procedural justice as a potential mediator. While the core principles of servant leadership—empathy, active listening, and prioritizing the well-being of others—are intuitively aligned with the effective management of conflict, empirical research examining the precise interaction between these concepts remains limited. In addition, the literature has not adequately explored how procedural justice may serve as a crucial link between servant leadership and the practical application of diverse conflict resolution styles. It is essential to address these research gaps if we are to gain a deeper understanding of how servant leaders can navigate workplace conflicts and maximize the use of conflict management styles. Further research in this area has the potential to yield valuable insights for organizational leadership development and conflict resolution.

The following are the objectives of the study: (a) to examine the relationship of servant leadership on different conflict management styles in textile employees of Pakistan, (b) to examine the mediating role of procedural justice between servant leadership and conflict management styles.

Furthermore, this research will help to improve the workplace environment of Pakistan's textile industry. This research will provide managers with insight into

how to use the right conflict management style according to the situation. With the help of this study, managers will be able to use procedural justice mediation to resolve the conflict.

Literature Review and Hypotheses

Development

Servant leadership and conflict management styles

As a people-centered approach, servant leadership emphasizes empathy, active listening, and a dedication to the well-being of team members (Greenleaf, 1970). Its principles can positively influence distinct conflict management styles in a variety of ways (Saeed, 2014).

Regarding the competitive conflict management style, servant leadership can promote healthy competition by fostering team members' trust and openness (Almutairi, Alraggad and Khasawneh, 2020). Leaders can set clear expectations to ensure that competition remains constructive and supportive of overall objectives, thereby preventing the negative effects of unrestrained competition (Burton, Peachey, and Wells, 2017).

In the context of avoidance as a conflict management style, servant leaders can foster an environment where team members feel safe voicing concerns and directly addressing conflicts. By establishing open communication channels, servant leaders can mitigate avoidance behaviors and facilitate proactive and transparent conflict resolution.

The collaborative nature of servant leadership makes it particularly effective for the collaborative conflict management style (Nauman et al., 2021). Leaders can facilitate cooperative problem-solving by promoting mutual understanding and fostering an environment of respect, allowing team members to work together to address conflicts and achieve common goals (Whetstone, 2002).

For accommodating conflict management strategies, servant leaders can empathize and comprehend the unique perspectives of conflicting parties. They can support accommodations made in the interest of maintaining harmony, ensuring that these are

consistent with organizational goals and do not result in long-term resentment or discontent (Orlan and DiNatale-Svetnicka, 2013)

As it emphasizes fairness and consideration of all perspectives, the compromising conflict management style fits well with the servant leadership philosophy (Orlan and DiNatale-Svetnicka, 2013). By facilitating open dialogue and ensuring that all parties have a voice, leaders can assist in guiding team members toward solutions that are mutually beneficial and balance diverse interests and needs.

Encouraging trust, empathy, open communication, and collaboration, the theory of servant leadership has the potential to positively influence each of the five conflict management styles. By emphasizing the well-being and growth of team members, servant leaders can direct them toward more effective and harmonious conflict resolution strategies.

H1. Servant Leadership is positively related to competitive CMS

H2. Servant leadership is positively related to the avoidance of CMS

H3. Servant leadership is positively related to collaborative CMS

H4. Servant leadership is positively related to accommodating CMS

H5. Servant leadership is positively related to compromising CMS

Servant Leadership and Procedural Justice

According to Greenleaf (1970), "servant leadership" is a people-focused approach that prioritizes consideration for others, attentiveness to others' needs, and the success of the team. Procedural justice refers to the extent to which an organization's processes and procedures are seen as fair by those involved in decision-making and resource allocation. Effective servant leadership can have a positive effect on procedural justice by shaping the beliefs and actions of both leaders and their subordinates.

One explanation is that team members' perceptions of procedural justice are enhanced because of the openness and trust fostered by servant leaders. Trust in the leader is a crucial aspect of servant leadership

because it reflects the leader's dependability, competence, and honesty (Walumbwa et al., 2010). When people have faith in their leaders, they are more likely to follow their advice, which in turn makes the decision-making process more transparent and the outcomes more widely accepted. Trust in the leader can also promote positive attitudes and organizational citizenship behavior, as followers are more likely to cooperate and adhere to decisions they perceive as just (Qiu & Dooley, 2022).

The perspective of the administration of justice is improved because servant leaders assist and direct their teams. The extent to which a leader cares about enabling and cultivating their followers is another indicator of servant leadership (Walumbwa et al., 2010). Leader support can boost people's sense of procedural justice by creating an environment in which everyone's views and concerns are heard and considered. Leaders' encouragement can boost their followers' happiness and motivation by making them feel valued and appreciated (Qiu & Dooley, 2022).

Therefore, servant leadership can have a positive relationship with procedural justice by fostering a sense of trust and support among team members, which can influence how fairly they perceive things, as well as their attitudes and behaviors within the organization.

H6. Servant Leadership is positively related to Procedural Justice

Procedural justice and conflict management style

Perceiving a process as fair significantly influences individuals' acceptance of the outcome, even when they may not personally agree with it. This belief in fair treatment and the recognition of their concerns being heard play a crucial role in conflict management (Old, Wong, and Wan, 2010).

Procedural justice has a direct impact on the style individuals employ to manage conflicts. Those who perceive a process as fair are more inclined to adopt collaborative conflict management styles, such as problem-solving and negotiation. This is rooted in their belief that working together with the opposing

party can yield solutions that satisfy both sides' needs (Mohd Kassim and Ibrahim, 2016).

Conversely, individuals who perceive a process as unfair are more likely to resort to competitive conflict management styles, such as competing or avoiding. They feel the need to safeguard their interests and lack trust in the other party's intentions.

Numerous research studies support the correlation between procedural justice and conflict management styles. For instance, Greenberg's study in 1990 revealed that employees who viewed their supervisors as fair were more inclined to employ collaborative conflict management styles (Greenberg, 1990). Similarly, Lind and Tyler's study in 1988 found that students who perceived their teachers as fair were more likely to adopt collaborative conflict management styles (Lind, Tyler, and Huo, 1997).

Overall, research consistently indicates that procedural justice plays a vital role in conflict management. When individuals perceive a process as fair, they are more willing to accept the outcome, regardless of personal agreement (Bauman and Skitka, 2009). This acceptance is rooted in their perception of being treated fairly and having their concerns acknowledged.

H7. Procedural Justice is positively related to Competitive CMS

H8. Procedural Justice is positively related to the avoidance of CMS

H9. Procedural Justice is positively related to collaborative CMS

H10. Procedural Justice is positively related to accommodating CMS

H11. Procedural Justice is positively related to compromising CMS

Procedural Justice as Mediator

As a mediator between servant leadership and various conflict management styles (CMS), procedural justice is crucial. This mediation is explicable and justifiable based on many essential factors.

First, servant leadership emphasizes fairness, transparency, and inclusivity in decision-making processes (Gandolfi and Stone, 2018). The objective

of servant leaders is to foster an environment in which all stakeholders can voice their concerns and contribute to the decision-making process (Bavik, 2020). This emphasis on procedural fairness is consistent with the principles of procedural justice, which emphasize the fairness of the decision-making procedures (Norris, 2022).

When employees perceive that their leaders demonstrate servant leadership and value their input, they are more likely to perceive procedural fairness in the decision-making process (Walumbwa, Hartnell, and Oke, 2010). This perception of procedural justice increases the leader's and organization's credibility, trustworthiness, and confidence. Consequently, employees are more likely to accept decisions, even if they do not completely agree with them. This acceptance is predicated on the belief that the procedures followed were fair and allowed them to voice their concerns (Ehrhart, 2004; Burton, Peachey, and Wells, 2017; Norris, 2022; Qiu and Dooley, 2022).

The influence it has on employees' perceptions of their leaders' intentions and motivations can justify the mediation of procedural justice between servant leadership and CMS. When employees perceive procedural justice, they are more likely to attribute positive motives to their leaders, such as genuine concern for their welfare and the pursuit of equitable outcomes for all parties (Tyler, 2000; Kickul, Gundry, and Posig, 2005). This contributes to the development of trust and positive relationships between leaders and employees, which facilitates effective conflict management.

Furthermore, the perception of procedural justice fosters an environment that is conducive to open communication and collaboration (Ashraf et al., 2018). When employees perceive that their opinions and concerns are valued and respected, they are more likely to engage in constructive dialogue and seek mutually beneficial solutions (McFarlin and Sweeney, 2017). This encourages the use of collaborative conflict management styles, such as problem-solving and negotiation, in which parties collaborate to achieve win-win outcomes.

When procedural justice is lacking, on the other hand, employees may perceive decision-making processes as unfair or biased (Cropanzano and Folger, 1989). This perception erodes trust, fosters a sense of unfairness, and increases the likelihood of adopting competitive conflict management styles, such as competing or avoiding (Zahid et al., 2019). Employees may feel compelled to defend their interests and resort to confrontational strategies rather than pursuing collaborative solutions.

In conclusion, procedural justice serves as a mediator between servant leadership and various CMS by fostering fairness, trust, and positive employee relationships. The perception of procedural justice increases the acceptance of decisions by employees, encourages open communication, and facilitates collaborative conflict resolution. The justification for this mediation is based on the congruence between servant leadership and procedural justice, as well as the positive effects of procedural justice on employee perceptions, trust, and the creation of a harmonious work environment.

H12. Procedural justice mediates between Servant leadership and Competitive CMS

H13. Procedural justice mediates between Servant leadership and avoidance of CMS

H14. Procedural justice mediates between Servant leadership and collaborative CMS

H15. Procedural justice mediates between Servant leadership and accommodating CM

H16. Procedural justice mediates between Servant leadership and compromising CMS

Methodology:

Procedures, participants, and measures

This study was conducted in the manufacturing sector of Pakistan. Specifically, our respondents were middle-level managers from the textile industry. As textile industry contributes 8.5% of the GDP of the country and employed 45% of the total labor of Pakistan (WorldBank, 2020; WITS, 2022). The survey method was used to collect data and both online and printed questionnaires were sent to

respondents. To ensure the respondent's confidentiality it was told to them and their or organization's name will be kept secret and will not be shared with anyone. Proper permissions were taken from the relevant department and persons to collect data.

The sample size is selected by using g power software. Reference-based sampling techniques were used to approach the respondents. We receive a total

of 205 responses in both online and printed format out of five hundred online and three hundred printed questionnaires. Further data was checked for missing responses, patterns, and outliers. After data screening, we have the final 193 responses for data analysis purposes. Respondents profile shows that 78% of the total respondents were male from the apparel sector with the age between 18-30 years.

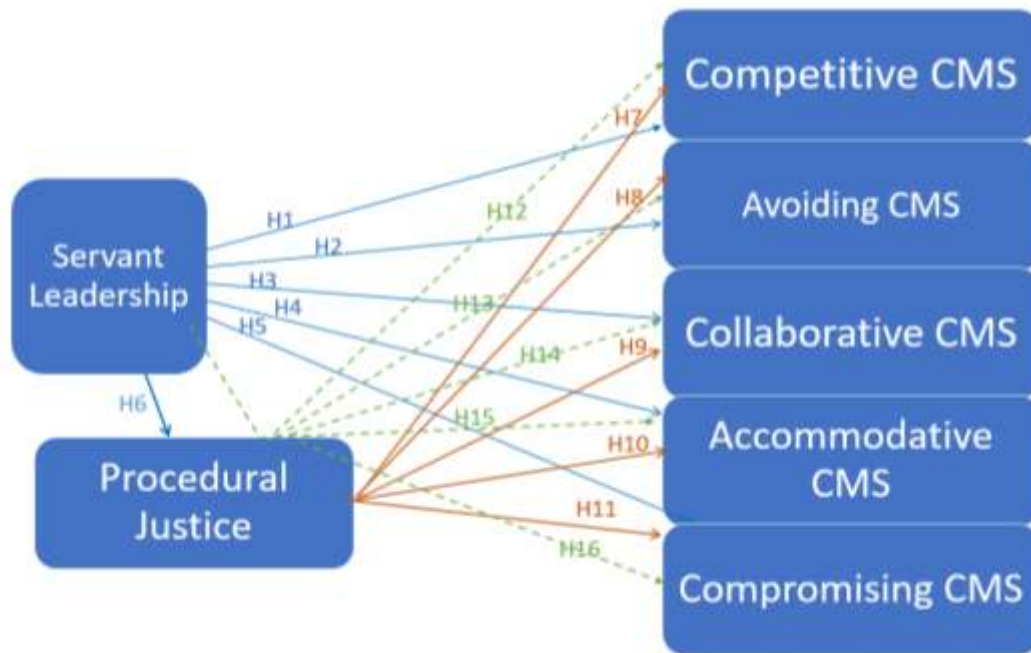


Fig. 1: Working Model

The current study used the established measures adopted from the previous studies to quantify the variables. Servant leadership was measured with seven items; The SL-7 scale (Liden et al., 2015) on a five-point Likert scale ranging from “1” strongly disagree to “5” strongly agree.

Conflict management styles were measured using twenty-seven items scale from Rahim Organizational conflict inventory (ROCI-II). It includes the items from accommodating, compromising, avoiding, competing, and collaborative styles (Rahim, 2017). It was measured on a five-point Likert scale ranging from “1” strongly disagree to “5” strongly agree.

For Procedural Justice, six-item scale was used adopted (Moorman, 1991). It was measured using a

five-point Likert scale ranging from “1” strongly disagree to “5” strongly agree.

Data analysis procedures were carried out using Smart PLS(Hair et al., 2014) and SPSS 19. In the first phase, we ran the data screening test using SPSS to check data normality, the presence of outliers, and common method variance issues. Afterward, before hypotheses testing reliability and validity testing were done to ensure that inferences drawn from these results are trustworthy and effective. Then hypothesis testing was done to empirically validate the claims. The results of all analyses are shown in the next section.

Results and Discussion:

Sample Profile

Above three hundred printed forms and almost five hundred online Google Forms were distributed. The response rate was low. A total of 205 including seventy online forms were collected with a response rate of 14% (online) & 45%(paper). Some of the responses were incomplete and total 193 responses were selected for this study. The difference in the

cultural context of Pakistan's textile industry was present and most of the respondents were male while twenty-four female respondents participated in this study. Most of the respondents were from the apparel sector (110) with working placement in production (120), age group between 18-30 years (122).

Statistical tool (PLS) Partial least square for equation structure modeling was used to measure and analyze the data.

Table 1: Description of the respondents

Profile	Account	Occurrence
Textile sector	Stitching/apparels	110
	Fabric cutting	11
	spinning	23
	Fabric making(knitting/weaving)	29
	Dyeing & processing	2
	Packaging/supply chain	4
	Others	14
Position /Rank	Workers/Supervisors	107
	Officer/senior officers	36
	Assistant managers	22
	Deputy managers	15
	Senior Manager/General Manager	15
Departments	Production	120
	Management & Marketing	33
	Quality Assurance/Quality Control	16
	Industrial Engineering	7
	Others	17
Age	18-25	62
	26-30	60
	31-35	24
	36-40	13
	41-45	20
	Above 46	16
Gender	Male	169
	Female	24
Education level	Matric/SSC	89
	Intermediate/Diploma	17
	BA/BSc	12
	Graduate 16 years of education	54
	Post-graduation 18 years of education	23

Total work experience in the textile sector	>16-years	17
	10-15 years	24
	5-10 years	37
	Less than 5 years	117
Work experience in the current organization	More than 5 years	36
	4-5 years	29
	1-3 years	113

Measurement Model Assessment

The conceptual model of this research was reflective, where the model fulfilled threshold criteria. According to Table II, factor loadings for all items used for analysis reached the recommended value of 0.5 (Hair et al., 2014), where variance inflation factor (VIF) values were also between recommended +5 and -5 (Hair et al., 2019). The reliability of the construct was analyzed through Cronbach's alpha and reached a threshold (>0.7), where Cronbach's alpha value for Conflict Management Styles is for accommodating (0.719), avoiding (0.769), competing (0.762), and collaborating (0.762), except compromising (0.66) and servant leadership (0.55), which is approaching to the required hence considered suitable for further analysis. Composite reliability coefficients for all variables were as accommodating (0.729), avoiding (0.769), competing (.782), compromising (0.666), collaborating (.764), procedural justice (.761) and

servant leadership (.546) showed better reliability of constructs. The results are indicating that the constructs have good discriminant validity. In conclusion, the items used in the questionnaire are reliable and valid.

Table II also showed values of average variance extracted (AVE) to be greater than required (>0.5 , Hair et al., 2010) for all constructs, hence establishing convergent validity. Thus, the results suggest that the questionnaire is suitable for use in measuring the constructs related to leadership style.

Table-III is showing the discriminant validity of the construct and was analyzed, grounded on the heterotrait- monotrait (HTMT)'s ratio (Henseler, Ringle, and Sarstedt, 2015), all construct's correlations were found significant and below 0.9. As a result, we can say that the following model construct is valid for the study.

Table II: Reliability, VIF, and Convergent Validity

Construct	Items	Loading	VIF	Cronbach's alpha	CR (rho_a)	CR (rho_c)	AVE
Accommodating Style	AS-3	0.709	1.444	0.719	0.729	0.823	0.538
	AS-4	0.758	1.283				
	AS-5	0.711	1.455				
	AS-6	0.755	1.342				
Avoiding	AV-2	0.676	1.36	0.769	0.769	0.844	0.521
	AV-3	0.77	1.616				
	AV-4	0.734	1.465				
	AV-5	0.703	1.422				
	AV-6	0.722	1.49				
Competing	CMP-1	0.77	1.679	0.762	0.782	0.839	0.514

	CMP-2	0.809	1.878				
	CMP-3	0.74	1.36				
	CMP-4	0.571	1.244				
	CMP-5	0.67	1.421				
Compromising	CP-1	0.775	1.3	0.662	0.666	0.816	0.598
	CP-2	0.724	1.233				
	CP-3	0.818	1.42				
Collaborating	CS-1	0.738	1.507	0.762	0.764	0.84	0.512
	CS-3	0.712	1.445				
	CS-4	0.735	1.641				
	CS-5	0.709	1.547				
	CS-6	0.681	1.391				
Procedural Justice	PJ-1	0.625	1.234	0.754	0.761	0.836	0.506
	PJ-2	0.751	1.543				
	PJ-3	0.708	1.411				
	PJ-5	0.699	1.378				
	PJ-6	0.765	1.481				
Servant Leadership	SL-5	0.744	1.185	0.547	0.546	0.768	0.524
	SL-6	0.72	1.187				
	SL-7	0.707	1.101				

Hypothesis Testing

The results from the hypothesis testing indicate that the null hypothesis should be rejected for all hypotheses. This indicates that there is a statistically significant relationship between the two variables for all hypotheses. For example, for hypothesis one, the p-value is 0.000 which is lower than the 5.00% significance level, and the beta coefficient is 0.502, indicating that there is a positive relationship between Procedural justice and accommodating conflict management style (AS). The 95% confidence interval is 0.412 to 0.615, indicating that the true value of the coefficient is likely to fall within this range. Similarly, for Hypothesis 2, the p-value is also 0.000 and the beta coefficient is 0.416, indicating a positive connection between PJ and avoiding conflict

management style (AV). The 95% confidence interval is 0.308 to 0.539, indicating that the true value of the coefficient is likely to fall within this range. The outcomes direct that there is a statistically substantial bond between the two variables for all hypotheses. This suggests that the variables are related and that changes in one variable can affect the other.

The findings of the hypothesis testing indicate that there is a significant constructive relationship between Procedural justice (PJ) and the five dependent conflict management styles variables (AS, AV, CMP, CP, and CS). The betas were 0.502, 0.416, 0.527, 0.422, and 0.597, respectively, with corresponding T statistics of 8.109, 5.942, 8.062, 5.485, and 10.200. All the P values were less than

0.05, indicating that the effects of PJ on AS, AV, CMP, CP, and CS were statistically significant. Hence provide support for H1, H2, H3, H4 & H5.

The results also showed a significant positive relationship between Servant leadership (SL) and AS, AV, CP, and CS; the betas for AS, AV, CP, and CS were 0.206, 0.340, 0.265, and 0.139, respectively, with corresponding T statistics of 2.953, 4.596, 3.584, and 1.978. The P values were all less than 0.05, indicating that the effects of SL on AS, AV, CP, and

CS were statistically significant, which is consistent with previous research. However, the effect of SL on competing style (CMP) was not found to be statistically less significant, as the P value was 0.040. Lastly, the results showed a significant positive relationship between SL and PJ, with a beta of 0.468 and a T statistic of 7.337. The P value was less than 0.05, indicating that the effect of SL on PJ was statistically significant.

Table III: Discriminant Validity

		Accommodating Style	Avoiding Style	Compromising Style	Competing Style	Collaborating Style	Procedural Justice	Servant Leadership
1	AS							
2	AV	0.841						
3	CMP	0.821	0.837					
4	CP	0.794	0.732	0.812				
5	CS	0.898	0.727	0.607	0.795			
6	PJ	0.787	0.748	0.741	0.769	0.869		
7	SL	0.675	0.823	0.572	0.766	0.638	0.728	

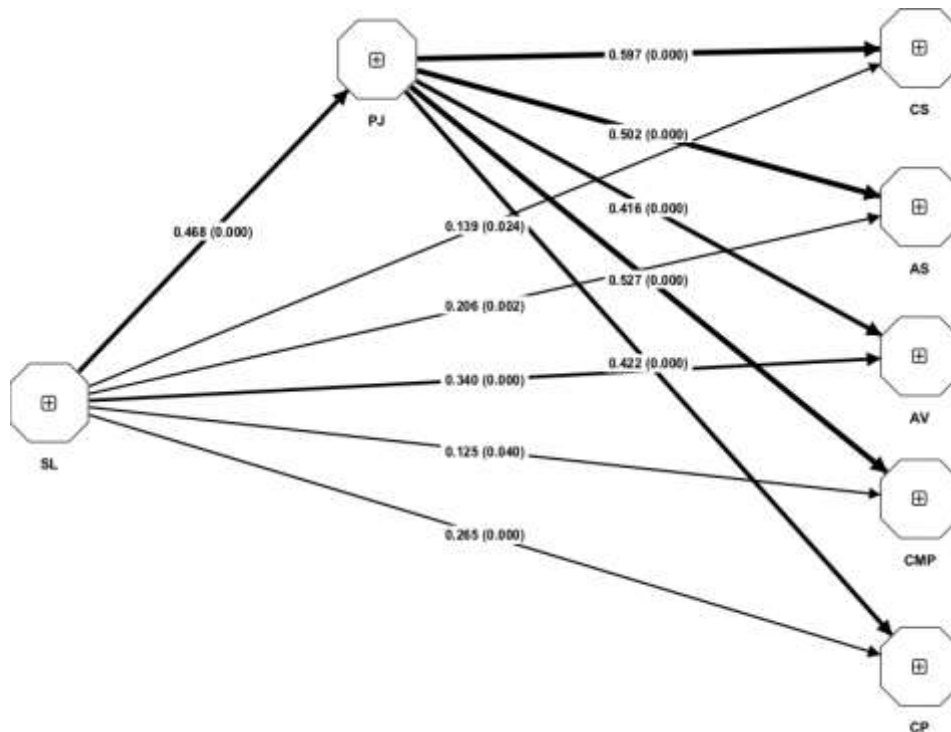


Figure 2: Structural Model

This shows a substantial positive connection between all the above-mentioned variables. These findings are supporting with prior research and provide provision

for our study hypotheses H6, H7, H8, H9, H10 & H11, respectively.

Table IV: Summary of Hypothesis Testing

	Hypothesis	Beta	S.E.	T statistics	P values	5.00%	95.00%
H1	PJ -> AS	0.502	0.062	8.109	0.000	0.412	0.615
H2	PJ -> AV	0.416	0.070	5.942	0.000	0.308	0.539
H3	PJ -> CMP	0.527	0.065	8.062	0.000	0.426	0.645
H4	PJ -> CP	0.422	0.077	5.485	0.000	0.297	0.547
H5	PJ -> CS	0.597	0.058	10.200	0.000	0.506	0.701
H6	SL -> AS	0.206	0.070	2.953	0.002	0.087	0.317
H7	SL -> AV	0.340	0.074	4.596	0.000	0.208	0.456
H8	SL -> CMP	0.125	0.072	1.747	0.040	0.001	0.237
H9	SL -> CP	0.265	0.074	3.584	0.000	0.145	0.387
H10	SL -> CS	0.139	0.070	1.978	0.024	0.023	0.256
H11	SL -> PJ	0.468	0.064	7.337	0.000	0.367	0.575

Hypothesis testing suggests that Procedural Justice and Servant Leadership influence the values of five dependent variables (AS, AV, CMP, CP, and CS). Specifically, the results indicate that higher levels of Procedural Justice and Servant Leadership are associated with higher values of the dependent variables.

Now moving towards the mediating effect of procedural justice between Servant leadership and conflict management styles, it was found that Servant leadership (SL), Procedural Justice (PJ), and all conflict Management styles (CP, AS, CMP, CS, and AV) are interlinked and had a positive relationship

with each other. T statistics and P values indicate that there is a significant positive correlation between SL and PJ, meaning when Servant leadership is present, procedural justice is also present. The 5.00 % and 95.00% values show the confidence intervals of the hypothesis. The hypothesis beta values represent the strength of the correlation between SL and PJ on the conflict management styles, with values ranging from 0.197 to 0.279. This also suggests that all the relationships are significantly positive. Hence the study is approving all hypotheses; H12 H13, H14, H15 & H16, respectively.

Table V: Summary of Mediation Hypothesis Testing

	Hypothesis	Beta	S.E.	T statistics	P values	5.00%	95.00%
H12	SL -> PJ -> CP	0.197	0.046	4.323	0.000	0.131	0.280
H13	SL -> PJ -> AS	0.235	0.050	4.690	0.000	0.166	0.331
H14	SL -> PJ -> CMP	0.247	0.051	4.868	0.000	0.178	0.343
H15	SL -> PJ -> CS	0.279	0.049	5.728	0.000	0.212	0.372
H16	SL -> PJ -> AV	0.195	0.047	4.112	0.000	0.129	0.282

Table VI shows model evaluation statistics, according to which the Standardized Root Mean Square Residual (SRMR) value for the saturated model is 0.084, hence providing a good model fit (Henseler et al., 2014). Table VII shows the R-square values for various dependent variables. The R-square values indicate the proportion of variance in the dependent

variable that is explained by the model. The highest R-square value is for the variable CS, with a value of 0.453, while the lowest R-square value is for the variable PJ, with a value of 0.219. The other R-square values are 0.392 for AS, 0.421 for AV, 0.356 for CMP, and 0.353 for CP.

Table -VI Model Evaluation

	Saturated model	Assessed model
SRMR	0.084	0.113
d_ULS	3.306	5.931
d_G	1.077	1.297
Chi-square	1116.701	1256.885
NFI	0.584	0.532

Description

Servant leadership has a strong impact on conflict management styles(Orlan and DiNatale-Svetnicka, 2013). Servant leadership positively and significantly plays a role in all conflict management styles: accommodating, avoiding, compromising, competing, and collaborating(Jit, Sharma, and Kawatra, 2016). Servant leadership has also a strong

effect on procedural justice(By Walumbwa, Fred O., Hartnell, Chad A., Oke, 2010) which ultimately affects conflict management styles(Lim et al., 2012). Servant leadership has a constructive correlation with conflict management styles, but this correlation becomes stronger in the presence of procedural justice.

Table VII: R-square value for dependent variables

Variables	R-square
AS	0.392
AV	0.421
CMP	0.356
CP	0.353
CS	0.453
PJ	0.219

Here is a thing to notice that alone servant leadership is not enough role player in conflict resolution until there is the mediation of procedural justice is present. This means that the social system must be based on fair rules for conflict resolution in any way (Leventhal, 1980). Our findings support this theory.

Discussion

Theoretical Contribution

This study backs to the theory by analyzing the interplay among servant leadership, conflict management strategies, and procedural justice. Although conflicts are unavoidable in the workplace, they must be managed well if a positive and productive atmosphere is to be maintained. In this paper, we examine how servant leadership can help resolve workplace conflicts by putting the needs of

employees first, encouraging collaboration, and encouraging a constructive atmosphere. It argues that the collaborative, active listening, and empathetic understanding favored by servant leadership make it a natural fit for conflict resolution.

The paper also highlights the worth of procedural justice in elevating the impact of servant leadership in conflict management. All parties involved should be able to speak and have their voices heard during the decision-making process; this is what we call procedural justice. When there is a powerful sense of trust between managers and their staff, disagreements are less likely to arise. This paper argues that leaders can better resolve conflicts and foster a more harmonious workplace by incorporating procedural justice into the servant leadership framework.

The paper points to a significant void in the literature on the topic of servant leadership, conflict management styles, and procedural justice's role as a moderator. Although there seems to be an obvious connection between servant leadership and the ability to manage conflicts, there has been little study of how the two concepts interact in practice. The paper urges more study into these blind spots so that we can learn more about how servant leaders can use various conflict management strategies to successfully navigate workplace conflicts. This kind of study could yield useful information for enhancing management skills and resolving workplace conflicts.

Managerial Implications

Managers must manage workplace conflicts. They can promote teamwork, employee well-being, and a positive workplace by following servant leadership principles. This establishes a conflict-management culture. Active listening and empathy skills allow managers to listen to employees' concerns, understand their perspectives, and create an environment where people feel heard and valued.

Conflict management requires open communication. Managers should provide channels for employees to voice concerns, share perspectives, and participate in conflict resolution. This improves teamwork and conflict resolution. Additionally, conflict resolution

training helps managers and employees resolve conflicts. Negotiation, mediation, and problem-solving help reach mutually beneficial solutions.

Conflict management requires procedural justice. Managers should ensure consistent, fair, and transparent decision-making. This involves letting all stakeholders voice their concerns and considering their viewpoints. Fairness builds trust between leaders and employees, reducing conflict. Collaborative conflict management promotes cooperation, teamwork, and win-win solutions. This mindset fosters collaborative conflict resolution.

Early conflict resolution is another practical consideration. Managers should intervene immediately to de-escalate conflicts. Providing timely support and resources helps resolve workplace conflicts. Managers may also consider mediation or facilitation. Trained mediators or facilitators can help parties communicate and find mutually agreeable solutions.

Limitations and Future Direction

Conflict management in the workroom, servant leadership, and procedural justice offer valuable insights, but there are limitations. First, the research focuses on a specific context, like Pakistan's textile industry. Thus, other industries or cultures may not be applicable. To improve the applicability, future research should replicate these findings in diverse organizational settings.

Second, the study relies on self-reports and subjective assessments of conflict management styles, servant leadership, and procedural justice. Objective measures or behavioral observations may help explain this relationship. Peer and supervisor ratings could improve the validity and reliability of the findings. The cross-sectional research design is another drawback. Longitudinal or experimental studies could clarify the causal connection between servant leadership, procedural justice, and conflict management styles. To better understand conflict management outcomes, organizational culture, power dynamics, and individual differences should be examined.

Procedural justice may mediate servant leadership and CMS, but more research is needed. Studying how procedural justice affects conflict management would illuminate these relationships. Future research should also examine the efficacy and practicality of integrating conflict resolution techniques into servant leadership. Managers can learn from studying how CMS affect organizational values like employee satisfaction, performance, and retention.

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